

**Northern Rush County Schools**

# **Mays Community Academy**



Charter School Application  
for  
Change in Authorizer Requests

Updated June 2021

# Table of Contents

Contains clickable links

Exhibit B	Change in Authorizer	1
Enrollment Plan	Enrollment Plan	3
Executive Summary		
	Mission and Vision	4
	Governance and Leadership	4
	Education Plan / School Design	4
	School Performance	5
	Reason for Change in Authorizer	7
Section I: School Overview		
	Governance	8
	Management	10
	Education Plan	11
	Organization and Compliance	15
Section II: School Finances		See Attachments
Section III: Portfolio Review and Performance Record		See Attachments
Attachment 1	Board Resumes	19
Attachment 2	Economic and Conflict or Interest	31
Attachment 3	Board Minutes	57
Attachment 4	Governance Documents	69
Attachment 5	School Leader Resume	86
Attachment 7	Accountability Performance Report	89
Attachment 8	Current Complaints	93
Attachment 9	Assurances	98
Attachment 10	Budget Workbook (link to Excel File)	101
Attachment 11	Budget Narrative	102
Attachment 12	Audited Financial Statements (3 years)	108
Attachment 13	Academic Performance Workbook	204
Attachment 14	Letter From Previous Authorizer	206

**All Files Available Here**

Exhibit B

**Charter Application Overview – Change in Authorizer**

The applicant group’s **designated representative** will serve as the contact for all communications, interviews, and notices from ICSB regarding the submitted application.

**Type of Submission:**

- Existing charter has not been revoked and organizer has not been informed that its charter will not be renewed by its current authorizer.
- Existing charter has been revoked or Organizer has been informed that its charter will not be renewed by its current authorizer.

**Name of Charter School(s):**

Mays Community Academy

**School Address(es):**

929 South Street

Mays, IN 46155

**Name of Board Chair:**

Nansi Custer

**Contact Information:**

**Name of Head of School/Principal(s):**

Lauren Yoke

**Contact Information:**

**Year School(s) Opened:**

2015

**Name of Current Authorizer:**

Ball State University

**Name of Education Service Provider (ESP) (if applicable):**

NA

**Current School Information:**

School Name(s)	Year Opened	School Address
Mays Community Academy	2015	929 South St, Mays, IN 46155

School(s)	Grade Levels	Number of Students	School Model
Mays Community Academy	K-6	116	Place-based

**Projected Student Enrollment**

Complete Tab 1 of either the [Enrollment Plan for K-12 Schools](#) or the [Enrollment Plan for Adult High Schools](#), as applicable. Please ensure that you are completing the correct Enrollment Plan.

**Signature of Designated Representative**

*Wansi Custer*

*May 9, 2023*

Signature

Date

**Enrollment Plan for Schools Authorized by the Indiana Charter School Board**

1. Please complete all appropriate grey cells. The first six (6) lines are required.  
 2. The Enrollment Plan Approval Date on line 13 is the date the initial Enrollment Plan was approved as part of a Charter Application.  
 3. Enrollment Plan Amendments list the amendments, effective year, and approval date of those amendments to the school's Enrollment Plan that are approved pursuant to ICSB's Enrollment Plan Amendment Policy.

**Name of Charter School:** Mays Community Academy

**Designated Representative:** Nansi Custer

**Contact Phone:** (765) 969-2215

**Contact Email:**

**Grade Span (Format: "X-X"):** K-6

**Maximum Enrollment:** 116

**Year 1 (Format: "YYYY"):** 2023

**Initial Approval Date:**

**Yearly Enrollment By Grade Level**

Grade Level	Year 1	Year 2	Year 3	Year 4	Year 5	Maximum Enrollment
	2023-24	2024-25	2025-26	2026-27	2027-28	
K	15	18	18	18	18	
1	15	18	18	18	18	
2	18	18	18	18	18	
3	16	20	20	20	20	
4	18	20	20	20	20	
5	14	20	20	20	20	
6	20	20	20	20	20	
7						
8						
9						
10						
11						
12						
<b>Yearly Enrollment:</b>	<b>116</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>116</b>

Approval Date: \_\_\_\_\_

**Approved Amendments (Completed by ICSB)**

Amended Enrollment				Amendment Notes
Year	Enrollment	Approval Date	Notes	

## **Executive Summary**

### **Mission**

The Mays Community Academy instills in its students the passion and curiosity necessary for lifelong learning. Students at Mays develop the ability to think critically, communicate effectively and excel academically. Through an integrated, place-based curriculum, utilizing integrated, academic, and social curriculum, and immersion in the world around them, the students become stewards of their environment and help make their community a better place.

### **Vision**

The Mays Community Academy develops a high quality placed-based rural school that may be replicated in other communities. We create, and enhance permanent organizations of rural people to participate in state and local policy development to ensure effective rural education.

### **Governance and Leadership**

MCA is governed by its governing board (school board) and managed by its principal pursuant to the school's charter and duly adopted by-laws. The governing board is responsible for adopting policy, overseeing management of the school, and ensuring financial compliance with fiscal policy. In addition, the board ensures that the mission and goals of the charter are carried out by engaging in strategic planning. The governing board ensures that its educational leader (principal) manages MCA in compliance with the school's charter and with all state and federal laws and regulations.

The principal reports to the board at every regularly scheduled meeting (monthly). She is responsible for overall instructional leadership, including discipline of students, as well as the planning, implementation and supervision of the educational program. The principal has authority over all personnel matters including evaluation; and hiring and termination, subject to board approval. The principal provides evaluation and coaching of school personnel. The governing board approves all contractual relations with employees and vendors including educational services, transportation, therapy service providers. The principal, staff, and board work cooperatively to establish and maintain an appropriate community relations program.

### **Education Plan/School Design**

After a study of innovative educational models, discussion with educational leaders, and visits to schools including the nationally acclaimed Rural Community Academy, the founding group settled on a place-based model. By incorporating local history, people, places and things (rural placed-based initiative) to teach the Indiana State Standards, MCA has turned an ominous situation into a celebration of school and community.

The following is an excerpt from *The Journal of Inquiry & Action in Education*, 4(3), 2012 - "Incorporating Rural and Farm Novels in the Secondary School Classroom: Where We Come From Is Who We Are", written by Jesse Moon Longhurst of New Mexico State University.

Although it is most relevant to secondary education the board finds this excerpt to be an interesting perspective on rural communities.

"Our education system seems to tacitly assume that all students are either urban or suburban, and that "rural people lack literate skills and value literacy and education less than their urban and suburban counterparts do" (Donehower, 2007, p.38). Rural students are left with the impression that the real world happens elsewhere. They are encouraged to leave their homes to "make it" and those who stay struggle against a prevailing sense that they have somehow failed by staying close to home (Corbett, 2007; Howley, C.B., 2006; Howley, C.W., 2009). David Pichaske (1991) wrote that "there are, then, two great themes in rural writing: the theme of departure and the theme of return" (p.xxii) and those themes resonate with today's rural students just as they did with those of the first half of the twentieth century. It is, then, important to encourage the inclusion of specifically rural stories in secondary school classrooms. In part, I hope to reassure rural students that the "real world" is rural as well and that "real authors" come from even the most out-of-the-way places. I certainly do not believe, however, that these rural stories are only beneficial for rural students. Urban and suburban students also need to see rural places reflected in their schooling (Ayalon, 2003). We have a shared rural heritage in the United States and failing to tell the stories of rural places to all students further marginalize rural people and contributes to an essentialized and romanticized vision of rural life. Garret Keizer, in his memoir of teaching in a rural Vermont community, wrote, "Despite some fond illusions about 'life on the land,' despite the bucolic settings of our soft-drink commercials, the American mainstream is pitifully ignorant of and indifferent to its rural population" (1988, p.5). Just as we now know of the importance of including the stories of many cultures and traditions in our Language Arts classrooms, we must make the same case for our country's rural stories as well."

The board, staff and administration believe wholeheartedly in the importance of maintaining rural communities. If rural schools, such as Mays, can be maintained and restructured then there is hope for the revitalization of the whole community. If students are taught to appreciate and give back to their communities, then they are more likely to stay or return after furthering their education.

## School Performance

Based on accountability determinations from the 2018-2019 school year, MCA is rated an A school with a federal accountability of "Approaching Expectations."

Notice on 2019-2020 School Year Data

Due to the widespread impact of COVID-19, the US Department of Education granted Indiana a waiver from annual assessment and accountability requirements for the 2019-2020 school year. Information available on this site reflects assessment and accountability determinations from the 2018-2019 school year.



929 E South Street  
Mays, IN 46155-0  
[View on Google Maps](#)

(765) 645-5577

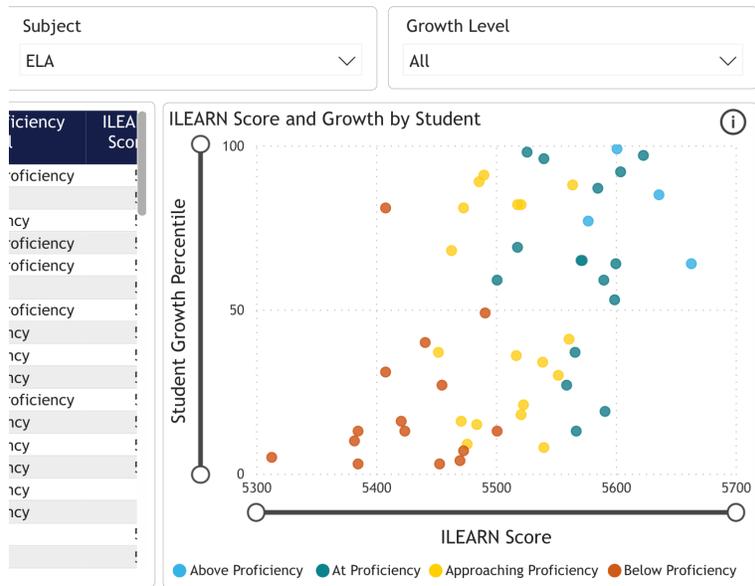
[Website](#)

[laurenvoke@mays.k12.in.us](mailto:laurenvoke@mays.k12.in.us)

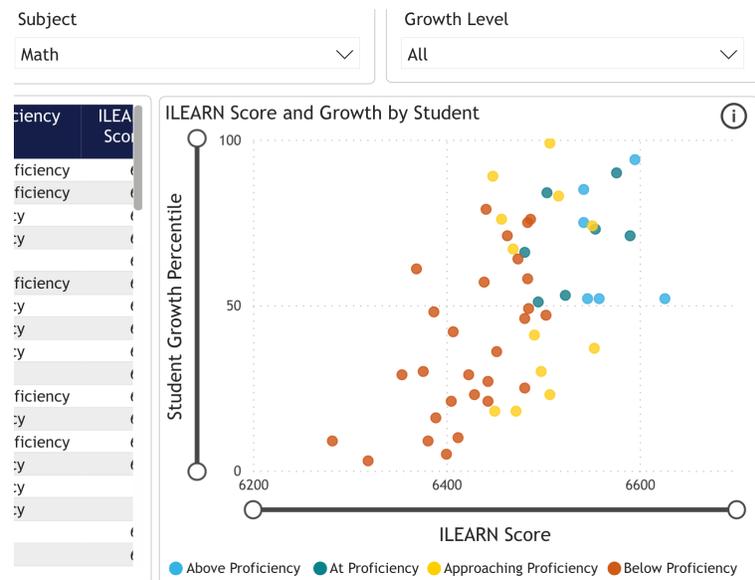
### Overview

<p><b>Organization Type</b> School</p> <p><b>Principal</b> Lauren Yoke</p> <p><b>Title I Status</b> True</p> <p><b>County</b> Rush</p>	<p><b>School Type</b> Public Charter School</p> <p><b>Accreditation Type</b> Charter Accreditation</p> <p><b>State Grade</b> A</p> <p><b>Federal Rating</b> <a href="#">Approaches Expectations</a></p>
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The school’s “A rating” is based on 2018-2019 data, our fourth year of operation. Though no school grade was assigned since this time, MCA, like most other schools, did experience a drop in proficiency during 2019-2020 and 2020-2021. The 2022 data shows proficiency lower than our high expectations, but growth scores are improving. We are anxious to see finalized data for 2023.



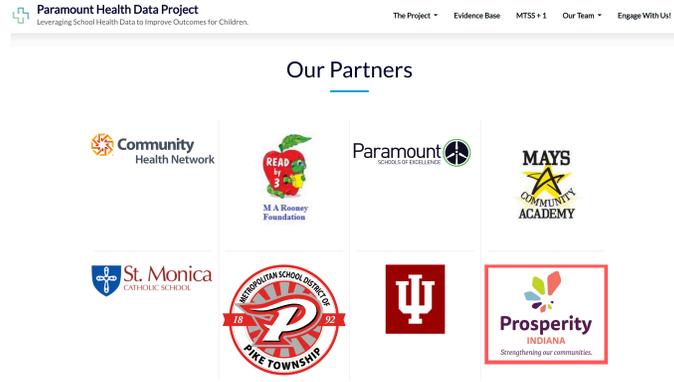
*ELA Proficiency and Growth 2022*



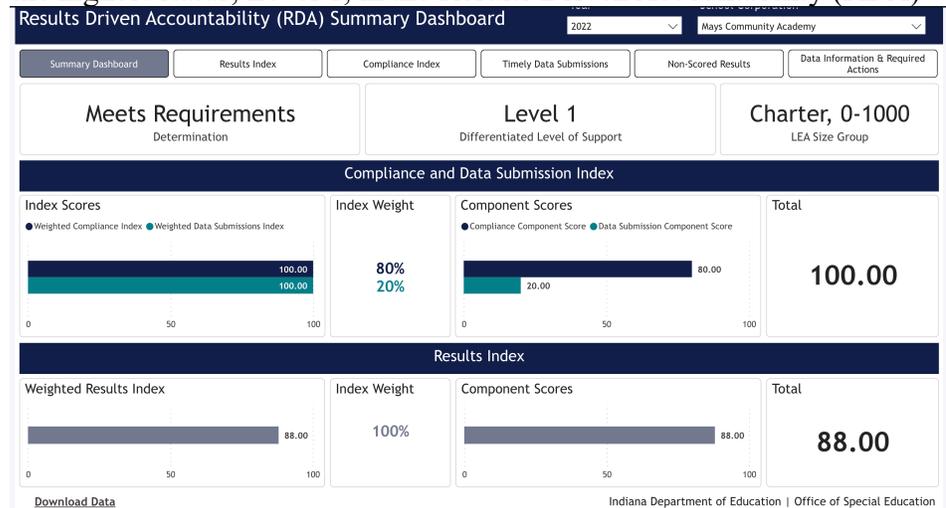
*Math Proficiency and Growth 2022*

**Other Accomplishments and Key Projects**

- MCA is a proud partner in the Paramount Health Data Project. <https://healthdataproject.org/>



- MCA achieved the highest status, Level 1, in the Results Driven Accountability (RDA)



### Reason for Submission of Change in Authorizer

The board submits this application believing ICSB will embrace the small rural school model as MCA completes the transition to the appropriate, permanent size. (115 – 140 students).



As the main entity of accountability for MCA's governance in fiscal oversight, and strategic planning, among many other responsibilities, is the board's active and effective oversight. Effective oversight and active board members go hand-in-hand, which has a direct impact on the ultimate success of the school.

MCA fully recognizes the Board's role as the steward and has carefully and intentionally assembled an enriched diverse board that consists of dedicated contributors in all the key components necessary to carry out its mission and vision for the school into the community. The board composition is fully representational and inclusive expertise, experience, diversity, and talent with management and oversight delegated to members based on experience and expertise to support decision-making processes that ensures effectiveness.



A primary responsibility of the board is the commitment to be actively involved and be active on an ongoing basis, which directly bears responsibility for the success of the school. Board members must be actively involved in the decision-making process, serve as an active member of committees, participate in functioning of the school including attending board meetings, participate in the development of policies & processes, be actively involved in the decision-making process, and committed to the overall direction and implementation of the mission. Simply, the attendance and active member requirement is a measure of board member's commitment.

board will ensure effective oversight by using qualitative and quantitative data as well as other data to access the progress of the school. By the board implementing advanced planning initiatives as a portion of ensuring effective oversight, the board will have the information needed to prepare in advance, provide on-going support toward continuous improvement, and make sound management and oversight decisions.

MCA will regularly evaluate the board's effectiveness by conducting assessments regarding the board's participation, support, policy development, financial management, and dedication to the mission and vision of the school. The board president of MCA sets the agenda and distributes the appropriate information and materials for board packets to Board guest and Board members, in advance of the meeting. In general, monthly meetings will take place to discuss up-and-coming issues and obtain reports from committees and school. Regular meetings consist of an examination of unfinished business from previous meetings and new business. The board will have focused working meetings that will consist of a single topic such as budget development, strategic planning, policy

MCA is subject to the requirements of IC 5-14-1.5, Public Meetings (Open door) Law. IC 20-24-4-1(a) Indiana Open Door Law. All Board meetings are open to the public except for executive sessions. At a minimum, open public regular meetings of the governing board will be held monthly. The governing board will provide notification to the public of board meetings and invite attendance by the public. Notice will be provided a minimum of 48 hours before the date of the meeting and will comply with the Indiana Open Door Law. Meeting agendas will include an open form item providing the opportunity, time permitting, for public input as well as the opportunity to record, in compliance with the requirements of Open Door Law. Written documentation of board policies will be available online

and a printed copy available at the school. Board voting will be public and not by secret ballot. To ensure compliance with regulations, each board member will be provided with a handbook that includes information on Open Door Law and the board attorney will conduct an annual board workshop for review and update regarding regulations.

The MCA code of ethics expresses the personal ideals that the MCA Governing Board believes should guide each Board member. The members of the board recognize that they hold authority as members of the governing board, not as individuals. To make clear, the public statement of the MCA Governing Board's philosophy of service, the board adopted a set of Code of Ethics and Conflict of Interest Policy. It is the policy of the Governing Board that members carry out their respective duties in a fashion that avoids actual, potential, or perceived conflicts of interest. Members of the board shall have the continuing, affirmative duty to report any personal ownership, interest, or other relationship that might affect their ability to exercise impartial, ethical, and business-based judgments in fulfilling their responsibilities. MCA requires members of the board to comply with all applicable federal, state and local laws, rules and regulations pertaining to MCA's activities, to conduct the board with honesty and integrity, abide by the MCA code of ethics, and avoid any conflict of interest. The Conflict-of-Interest Disclosure Statement sets forth general principles with respect to conflicts of interest and applies to all MCA Board Members.

### **School Management**

The Governing Board will delegate operational responsibilities primarily to the principal. The principal will be supported through the educational services provided by the administrative mentor (as provided in the agreement with Indiana Charters). The principal will report directly to the Governing Board. He/she will supervise the school staff and will be the point of leadership for day-to-day delivery of the educational program, for school operations, and follow through on board policy directives and budgetary decisions regarding the operations of the school. The principal will make recommendations to the Board regarding personnel and policy issues, be responsible for supervision and training of teachers and for directing the program of instruction.

The principal, in conjunction with resources provided by Indiana Charters, will also be charged with developing a school-wide system for continuous improvement in the educational program and will be responsible for ensuring that all students meet or exceed the expected school-wide learning results.

Indiana Charters is a vendor, providing services at the request and under scrutiny of the board of directors. Understandably, the services are significant, and the board has committed to building a long relationship as we operate a high-quality charter school. However, unlike many CMO, EMO or ESP agreements, Indiana Charters is not part of the management or the decision-making processes of the school

With many smaller schools, the office infrastructure often lacks the depth necessary to carry forth the tasks necessitated to effectively run a school. When a principal or school administrator is pulled away from important interactions with students, parents and staff, the school suffers. Indiana Charters provides experience and expertise to support MCA. This includes administrative mentoring in both school administration and special education matters along with data reporting, SIS management, grant writing and financial accounting and support.

Indiana Charters is a vendor providing support to the manager(s) of the school.

### **Attachment 5: Resume of School Leader**

## **Education Plan**

### ***A Brief History***

Until its original charter for school year 2015-2016, the building, titled Mays Elementary, was part of the Rush County Schools with offices located in Rush County, Indiana. The building is in the small town (population 180) of Mays, IN, about nine miles north of Rushville. The formerly titled Mays Elementary and at one time Center Township Grade and High School is on the National Registry of Historic Places as recognized by the United State Department of Interior, Parks and Recreation.

On March 10 of 2015, the school board of Rush County Schools voted to close Mays Elementary. As has happened in many small rural farming communities the old school, several miles off the city hub, was chosen for closure. With tremendous support from the community, Northern Rush County School Corporation was formed as a 501 (c) 3 organization to offer an innovative and unique educational choice for families in this area. The school's name was chosen as Mays Community Academy (MCA).

### ***Educational Philosophy***

The Mays Community Academy instills in its students the passion and curiosity necessary for lifelong learning. Students at Mays develop the ability to think critically, communicate effectively and excel academically. Through an integrated, place-based curriculum, utilizing integrated, academic and social curriculum, and immersion in the world around them, the students become stewards of their environment and help make their community a better place.

MCA prioritizes experiential learning opportunities, such as field trips, community service projects, and hands-on projects to help students develop a deep understanding of academic concepts and how those relate to the world around them. This approach helps our students develop critical thinking and problem-solving skills while encouraging creativity and innovation.

The heart of MCA is to engage and celebrate the whole child and see them as unique individuals who can with nearly infinite ability to learn. We maintain high expectations for all, knowing that students who

become engaged to accomplish beyond society's standard expectations. Whether going on to college, career, or trades, our students will be prepared for success throughout their education and life. Taking a hands-on, placed-based learning approach, the staff strive to instill a culturally inclusive environment where all students are seen as equals whatever their differences. Everyone has a place, and everyone is made to feel welcomed and highly capable. Throughout their years with us at MCA we strive to maximize engage and curiosity.

- Rigorous
- Instruction time 5+ hours

### Learning Environment:

As a school, we strive to provide a safe, inclusive, and positive climate and culture for our students, staff, and families. Students are encouraged to express themselves and think in new ways to promote creativity, independent thinking, and individuality. We emphasize embracing their unique strengths and qualities, expressing themselves authentically, and challenging conventional wisdom. This approach fosters a culture of innovation, diversity, and tolerance, allowing students to thrive in a rapidly changing world and make meaningful contributions to society.

Our model is a student-centered, hands-on experience built upon differentiated instruction. Teachers are seen as facilitators of learning. Their role is to create an environment where students are encouraged to take ownership of their education, ask questions, and actively participate in the learning process. Students are encouraged to collaborate through problem-based curriculum and service-learning opportunities. Our learning environments are flexible and unique to every classroom and student. Teachers take standards and make them come alive through play and design. Classes take field trips into our communities and cities around us. Students are given the freedom to learn how they learn, being taught different techniques or skills that make sense to them.

We employ the PBIS (positive behavioral interventions and supports) framework as our school-wide approach to managing behaviors. We teach and reinforce positive behaviors to create a positive school climate.

- Hands-on education within the classroom and outside the classroom
- Flexible learning environments - with flexible seating arrangements
- Teachable moments - through the interests of our students and the environment around us
- Caring and loving teachers who understand students' individual needs
- Safe and fun learning environment with the school resource officer

### Class Size and Structure:

Northern Rush County Schools strive to provide small class sizes, keeping to 18-25 students in a class. K-2 classrooms will remain at 18-20 students per class. Leadership believes that small class sizes can build strong teacher-student relationships. Working with smaller classes, teachers are better able to identify strengths and weaknesses of the students and class.

### Curricula:

Every grade level is aligned with the Indiana State Academic Standards. Along with teaching the state standards, we focus on aligning the curriculum across the grades. The vertical alignment ensures that students acquire the foundational knowledge and skills necessary to succeed in higher education and beyond. By teaching according to state standards, the educators can maintain a consistent and cohesive approach to education, ensuring that all students receive a quality education. At our school, we believe field experiences are an essential part of a well-rounded education. We therefore ensure that each grade participates in multiple field experiences throughout the year. These experiences are thoughtfully designed to immerse students in a range of academic and life experiences, enabling them to learn firsthand about different cultures, environments, and industries. By taking learning outside of the classroom, students gain a deeper understanding of the world around them, and develop critical thinking, problem-solving, and collaboration skills to serve them well throughout their lives.

### Language Arts/Reading

Our leadership strongly believes that a rigorous curriculum based on the science of reading is essential to creating strong foundations for students' future success. By using evidence-based reading instruction, we ensure that students receive the foundational literacy skills that are needed to read fluently, comprehend deeply, and communicate effectively. These skills are essential for success in all subjects. We are committed to pushing students to use higher-order cognitive skills that will enable them to meet the high demands of the required standards. We recognize that students need to think critically, solve complex problems, and innovate to succeed in a rapidly changing landscape. By challenging students to think creatively and analytically, we are helping them develop the skills they need to thrive in a world where adaptability, flexibility, and innovation are key to success. The key components of our reading instruction focus on phonics, phonological awareness, phonemic awareness, spelling, fluency, comprehension, vocabulary, and writing:

- Curricula is standard-based learning through hands-on instruction and teachable moments guided through curriculum maps in content area instruction that can be differentiated based on student needs and teacher-suggested ideas.
- The curriculum is not limited to material such as an adopted textbook series but is supplemented with a variety of material such as online programs.
- Classroom teachers also use children's literature and trade books appropriate to each grade level.

### Mathematics

Our school thrives on making math rigorous, innovative, flexible, and adaptive to our students. It is important that math be introduced in many different scenarios to make it feasible for our students to comprehend. Math manipulatives create an understanding of mathematical concepts that may be unfamiliar. Northern Rush County Schools receives numerous manipulatives to provide to the students during math instruction time. Math instruction consists of whole group learning based on the Indiana Academic Standards, small group time focusing on certain skills and concepts for better understanding, and independent practice. The focus on mathematics is a wide range of number sense, problem solving, computation and algebraic thinking, geometry, measurement, and data analysis. We believe that if the primary grades develop the foundations of computation and number sense, these can lead them to further understanding more complex thought processes.

### Tools:

We incorporate technology and digital tools into the learning process to help our students develop the skills they need to succeed in an increasingly digital world. Each student is provided with their own personal Chromebook. This 1:1 device program provides our students with greater access to educational resources and online learning opportunities. Teachers use this technology to differentiate instruction and provide targeted support to students who need it while challenging more advanced learners.

Some of the tools we use include the following:

- Fidgets
- Flexible seating
- Centerstone aids to help with social and emotional needs
- Teachers developed social-emotional lessons teaching good characteristics to students.
- Brain breaks
- Monitoring for technology

### Methods:

We prioritize many methods within our school to incorporate activities that are relevant to the whole child. One specific method of hands-on learning is project-based learning. This approach encourages students to explore real world issues and problems, work collaboratively, and use critical thinking skills to find solutions. Another method is experiential learning which involves students actively participating with their environment through field trips, simulations, and hands-on activities. This approach helps students to make connections between what they are learning and the world around them. Finally, integrating the arts and creativity into the curriculum can also be an effective way to engage students in hands-on learning. Activities such as music, dance, drama, and visual arts can help students express themselves and learn in a holistic way to engage their senses and emotions. These are integrated into the curriculum whenever possible.

Methods in the classroom can take on many different facets, including small groups, guided reading groups, and independent learning centers. A method of teaching through small groups and independent centers is through differentiated instruction, where students are placed in groups based on their skill level and given tasks or activities that best suit their learning needs and/or styles. Students can work with each other to solve problems and complete tasks collaboratively.

In independent centers, students work independently on tasks or activities that are self-directed, allowing them to develop skills such as time management, self-evaluation, and self-motivation. Different centers can be set up for different subjects, allowing students to have a variety of learning experiences while still being responsible for their own learning. Using technology in small groups and independent centers can also be effective as students can work at their own pace and be exposed to various interactive and multimedia materials. Additionally, teachers can use data from these activities to personalize and adjust teaching to meet individual student needs.

In our school we provide multiple methods of teaching to different learning styles. Providing different methods of teaching to different learning styles is crucial for adapting to the diverse needs of students. Visual learners benefit from the diagrams, charts, and graphic organizers, while auditory learners may benefit from lectures and discussions. We believe that audiobooks, through our novel curriculum, ensure that higher-level readers can more fully interact with the literature and that those readers who struggle with reading comprehension can listen while following along with the text and better understand the content. The hands-on experiences we provide support tactile learning. Allowing students to choose their

own method of expressing their knowledge, such as presenting information through art or music, can also engage multiple learning styles and foster creativity. By understanding and utilizing different teaching methods, educators can create an inclusive learning environment that meets the many needs of students, regardless of their learning styles. This can lead to increased engagement, participation, and academic success for students across the board.

Used to provide differentiated instruction to meet the needs of all students' education plans.

- Teachers look at data from assessments to coordinate and plan small group instruction led by teachers and aides.

Instructional strategies refer to the various methods and techniques used by teachers to facilitate student learning. In our school, instructional strategies include classroom lectures, interactive discussions, group work, project-based learning, place-based learning, technology-based instruction, differentiation within instructional content, and hands-on learning.

Teachers use technology to incorporate digital resources and multimedia tools into their lessons. Providing students with various reading, videos, and online learning activities can help enhance their understanding of the subject matter. Differentiated instruction is another effective strategy for meeting the needs of the variety of learners in our school. By adjusting the level of challenge and support provided to different students, teachers can ensure that each student is given the opportunity to learn and grow according to their own needs and abilities while still striving for state standards. Our school does this by giving not only differentiated instruction but also through differentiated independent learning via online programs that correlate with our curriculum and hands-on activities.

We like to give students choices when it comes to independent practices. For example, teachers may want the students to work on a particular skill, but the students can choose how they practice the skill independently. Overall, using a combination of instructional strategies can help to create an engaging and inclusive learning environment that supports the diverse needs of students in our school.

The board is determined to develop and maintain a high-quality school at MCA. Summative and formative evaluation tools showed learning loss in 2019 -2021. The board is not satisfied with performance through this period. The board is anxious to receive NWEA and ILEARN results to see how the recovery is progressing.

See:

**Attachment 7:** School accountability/performance report 2021-2022:

## **Organization and Compliance**

The board acknowledges current and future challenges exist.

### 1. Enrollment

MCA's enrollment grew quickly after opening in 2015 and fell significantly during and after the pandemic.

		<b>Tot</b>
<b>2015-2016</b>	<b>Mays Community Academy</b>	<b>115</b>
<b>2016-2017</b>	<b>Mays Community Academy</b>	<b>180</b>
<b>2017-2018</b>	<b>Mays Community Academy</b>	<b>181</b>
<b>2018-2019</b>	<b>Mays Community Academy</b>	<b>213</b>
<b>2019-2020</b>	<b>Mays Community Academy</b>	<b>218</b>
<b>2020-2021</b>	<b>Mays Community Academy</b>	<b>193</b>
<b>2021-2022</b>	<b>Mays Community Academy</b>	<b>152</b>
<b>2022-2023</b>	<b>Mays Community Academy</b>	<b>120</b>

The board and administrative team continue to try to quantify reasons for this fluctuation by collecting new data. Subjectively, we believe the enthusiasm for MCA as a new charter school and the local publicity drove numbers beyond expectations. Several families who had travelled from as far away as Wayne county have chosen to attend schools closer to home.

Additionally, The expansion to include grades 7 and 8 seemed logical but has proven unsuccessful. More than half of the students moving from grade 6 to 7 were choosing to join the local traditional public schools because of sports and socializing before high school.

The board has directed the administration to gather exit data from students who leave the school.

	<b>STUDENT TRANSFERS OUT - SUMMARY COMMENTS</b>
<b>22-23</b>	
	Moved
	Moved
	Mom having issues with him attending, defianace (didnt want a CPS case)
	BRMS
	Moved to Aunts school, returning next year
	Custody changed, moved districts
	? Ubreachable for interview
	Home school due to mental health
	class too small
	ABA
<b>21-22</b>	
	Brother attends Knightstown and it's closer to home
	Chose a different school
	Too much homework, no talking during lunch, if one student gets in trouble all kids are
	BRMS to get adjusted to a bigger school before high school
	Mom is unhappy about the food; instruction; too much homework
	Mias school needs
	Student Choice
	BRMS-sports
	BRMS
	BRMS
	Tri
	BRMS
	BRMS
	Moved school with brother
	Mom works at RES now
	BRMS
	BRMS
	BRMS, moved younger to be closer
	RES
	Tri
	Arlington
	Dad moved jobs
	BRMS
	BRMS
	Custody issues
	Sister attending High School
	BRMS
	Family no longer employed
	RES- have returned
	Dad is transferring out
	RES
	Lives in Morristown
	KES
	Closer to Tri- have returned
	Moved with Mom

Due to a few local factors including economic development in the area, a thriving pre-k program and closures in neighboring school systems, we expect the enrollment to stabilize around 134. At this point MCA plans to maintain this enrollment rather than push growth, which can cause financial instability.

## **2. Special Education**

The board embraces the fact that MCA has traditionally served between 36% and 42% students with IEP's. Locally, the traditional public schools serve 17%. We expect this trend to continue. Data and comments suggest that students perform well and enjoy the inclusionary nature of our place-based and hands-on learning activities. A veteran special education teacher works diligently with all staff to differentiate instruction where needed.

## **3. Financial**

Clearly, enrollment impacts revenue. We believe that small schools can manage financially if facility costs are minimal, and staffing is set at the appropriate levels. As mentioned, many times in this application, the board was aware that changes to staffing levels and configuration (K-6 rather than K-8) needed to be made. These were intentionally delayed because funding through ESSER II and III supported several staff positions. 2023-2024 marks the return to staffing levels and facility costs appropriate for a small rural school.

**Attachment 8:** Copies of complaints/responses

**Attachment 9:** Statement of Assurances

## **Section II: School Finances**

MCA contracts with Indiana Charters to assist with accounting and payroll processes. All processes require at least three different individuals to be involved from the beginning to the end of each business transaction. Software, forms and all components of the accounting system are State Board of Accounts (SBOA) compliant and most importantly are the property of MCA. Monthly management reports, including a statement of net assets, statement of revenue and expenditures, transaction listing, and budget vs. actual analysis will be presented to the board at each monthly meeting. Indiana Charters is a certified partner with ADP payroll services whose national network provides software resources for the management of all payroll and employee-related tax services.

The board examines all financial transactions at each monthly meeting and signs each check before distribution. Expenses are approved by board-designated individuals, not employees of Indiana Charters. The board treasurer interacts weekly with the Indiana Charters finance team to submit invoices for payment and verify payroll.

**Attachment 10:** Budget Projection Workbook  
**Attachment 11:** Budget Narrative  
**Attachment 12:** Audited Financial Statements

### **Section III: Portfolio Review and Performance Record**

**Attachment 13:** Academic Performance Workbook

**Attachment 14:** Acknowledgement of Application to ICSB

### **Submission of Full Application**

**Attachment 16: Full PDF**

# Attachment 1

## Board Resumes

## Nansi Ann Custer

Multidisciplinary Emergency Services Manager

Ncuster67@gmail.com

(765) 969-2215

### **January 1985 – Present**

**Custer Farms:** Owner operator of family farm in east central Indiana. Custer Farms is a working family farm that currently raises 970 acres of corn and soybeans. Livestock operations have included cattle, swine and equine from 1985 to 2014.

### **January 1985 – Present**

**Raleigh Fire Department, Inc.:** Assistant Chief/Chief of Medical/Firefighter/EMT/HAZ Mat/Rescue Including Chief of Medical, Indiana Department of Homeland Security/State of Indiana Certifications and/or Licenses, firefighter safety and ground operations training, equipment inspection, community education

### **August 2015 – August 2020**

**Carthage, Indiana Police Department:** Reserve Officer Including patrol, office management, PRE-BASIC Training Course / Indiana Law Enforcement Training Academy , official department representation at Rush County and Town Board meetings

### **November 2005 – August 2015**

**Mobile Communication Vehicle Operator:** US Department of Homeland Security/FEMA Including operation of FEMA Mobile Communications Office Vehicles, management of satellite systems and data communications in disaster areas (hardware and software), organization of incident operations, completion of multiple training classes, including FEMA, EEO Supervisor Course

### **December 1998 – December 2008**

**Rush County Emergency Management Agency:** Executive Director Including implementation of response, mitigation and recovery projects, development and implementation of Continuity of Operations Plans, implementation of county government workplace safety and security protocols, facilitation of federal and state grants, provision of public and private workplace safety workshops

\***Additional:** Appointed as 911 Coordinator, Rush Co., January 2001 – December 2006

### **January 1985 – Present**

**Custer Electric, Inc.:** Equipment operator/driver/general laborer Including maintaining an Indiana Class A Commercial Driver's License, operating heavy equipment (bucket truck, crane, forklift, snow plow)

### **February 2015 – Present**

**President:** Northern Rush County School Board (founding agency of Mays Community Academy charter school)

**Relevant coursework, licenses and certifications available upon request, including 50 coursework credit hours.**

**Examples of additional combined specialized experiences related to FEMA, Rush Co. EMA and Raleigh Fire Department also available upon request.**

**Additional awards for service:** "25 Years of Distinguished Service" by the Indiana Volunteer Firefighters Association 2010



**VekStar, Inc**                      **03/06 to 08/07**  
***Campaign Manager***

- Assigned and monitored the schedule for staff and business clients for daily, weekly, and monthly performance
- Built and analyzed campaigns, databases, scripts and calling lists for business-to-consumers and business-to-business clients
- Managed a team consisting of dialer operators, quality control, team leaders and a call center staff ranging from 45 to 90 reps.
- Assisted with management and training for the inside sales staff of 45 to 90 employees
- Point person for client relations concerns regarding leads and performance

**Innovative Marketing Consultants**                      **01/00 to 03/06**  
***Production Manager***

- Analyzed, managed, and reported on the data performance for 45-60 clients on a weekly basis for campaign profitability and cost effectiveness
- Translated business requirements into analytical specifications, performing analysis/models, translating results into actionable recommendations and present findings to Executive Management
- Researched and communicated issues regarding past and current market trends for our product, increased sales per hour from 0.9 to 1.3 within a 12-month period.
- Loaded, reviewed, and interpreted the quality of the data and areas for improvement, also created new data list based on results to increase cost effectiveness of campaigns
- Interviewed, hired, trained, and supervised call center staff

**EDUCATION**

- University of Evansville                      Evansville, IN
- B.S. Mass Communications focus Public Relations
  - Student Congress Member of the Year
  - Finance and Budget Committee

- Harlaxton College                      England
- Study Abroad Program – Harlaxton College, Grantham, England
  - Student Government President - Fall Term
  - Dean's Award

- Culver Girls Academy                      Culver, IN
- High School Diploma
  - Indianapolis Culver Club - Alumni Association President 2004-2007

**SUMMARY OF SKILLS**

- Extensive practical hands-on experience with several software programs, including Microsoft Word, Excel, and Access
- Motivated in developing interoffice and client-based relations
- Analytical and detail oriented with superb multitasking skills
- Effective working independently or as a cooperative team member
- Strong work ethic
  - Type 70+ WPM

Marcia Schwering  
498 E. 900 N.  
Rushville, In 46173

Profile:

I have lived in Rush County since 1979. Married in 1980 & have raised 4 children in the Mays Community. My husband & I live on a farm in northern Rush County.

Job Experience:

2023 - Retired

2006-2023- Administrative Assistant for Beacon Credit Union(formerly Midwest Ag Finance until July 1, 2015) - Rushville, IN

- oversee agricultural loan customer financial needs for payments & advances
- computer service specialist for company
- maintain financing for the day to day operations
- develop & create reports necessary
- order supplies

1999-2006 - Teller/Service Manager Wells Fargo Bank - Rushville, IN

- daily banking functions for bank
- supervised the teller line
- created work schedules for tellers

1979-1999 - Several different jobs:

- The Trane Company - Rushville, IN (8 yrs)
- Baby sitter in home (3 yrs)
- Teacher's Aide (1 yr)
- Substitute Teacher (4 yrs)
- Employee of Local Farm Co-op (4 yrs)

Education:

- Bachelor of Science(Restaurant/Hotel Mgmt) - Purdue University - 1978
- High School - Columbus East - 1974

All 4 of our children attended Mays Elementary from 1987-2005. I was a substitute teacher there for many years. I also served in all PTO officer positions and was chairman of many of the committees. I became a member of the MCA Board in 2018 and took the position as Board Treasurer in 2019. My husband & I are very active in the community & support the Mays Community Academy. My husband owns & operates Schwering Trucking, LLC. This company has provided the bus transportation for Northern Rush County Schools since its inception in 2015.

## Shannon Cagle Dawson

Communications & Multimedia Project Manager/Content Producer

shannoncagledawson@gmail.com

(317) 501-2105

Bachelor of Science in broadcast journalism, Butler University, Indianapolis

January 2018 – Present: Director of Communications/Donor Engagement for Herron Classical Schools (Indianapolis high-performing charter network), including crisis communication, donor relationships, events management/historic facilities rental, wellness committee

April 2005 – present:

Freelance multimedia producer/writer for WFYI Public Media; independent documentary producer (most recently **“The Working Hungry”** re childhood hunger in Indiana, premiered October 2022 on Indiana Public Media – 35+ scheduled showings statewide in 2023)

January 2015 – Present: Elected board member of the Indiana Debate Commission and IDC Broadcast Producer; also, Broadcast Producer of Indiana Town Hall productions

2012 – Present: Broadcast producer for live statewide gubernatorial and US senatorial debates for Indiana Debate Commission

May 2021 – May 2023 – Editor of Tri Kappa Indiana women’s philanthropy statewide magazine (see volunteer section)

January 2013 – 2018:

Education and energy content producer for **Inside INdiana Business with Gerry Dick**

April 2014 – 2018:

**No Limits** live radio talk show producer for WFYI Public Media

1995 – 2015:

Adjunct Professor, Butler University – JCFA/College of Communication, teaching Television News Producing and Writing for the Electronic Media

April 2005 – Present:

Additional freelance work for: **Great Day TV with Patty Spitler** (on-air landscape and environmental reporter), LookSmart Media, Innovative Productions, Barada & Associates (in-depth narrative writer for background checks of high-level job applicants)

February 1991 – April 2005:

WISH-TV - News Producer, including all newscasts, news specials, field producing, live news events, live 500 Festival Parade broadcasts, creation of two self-hosted on-air franchises, intern management, anchor assistance

Professional memberships:

- Indiana Debate Commission executive board
- National Academy of Television Arts and Sciences
- Garden Communicators of America
- Indiana Conference for Women, Advisory Committee/Ambassador
- INF-BPW (Business and Professional Women)
- Indy Maven

Volunteer efforts/honors:

- WFYI Public Media televised and radio pledge drive talent
- Northern Rush County Schools founder and board secretary
- Public Speaker on mental health, particularly suicide awareness, for IMHA etc
- Tri Kappa chapter president, state province officer, state chapter officer, state mental health chair, state magazine editor
- Rush County Community Based Action Planning tourism/promotion committee
- Rush Memorial Hospital Foundation founder/board member/office holder
- March of Dimes IN, Central Division & State Board Communications
- Indiana Associated Press Broadcast Association - former member and board president, panel host
- Hoosier Harvest Market, Indiana Food Hub – communications consultant
- Emmy – Best Newscast, WISH-TV; VA Assn of Broadcasters, Best Newscast; Indiana Society of Professional Journalists, Best Health Documentary – Lead Paint Poisoning
- Indiana Working Woman of the Year, 2010 – Indiana Business & Professional Women (BPW)

## Shannon Cagle Dawson

Communications & Multimedia Project Manager/Content Producer

shannoncagledawson@gmail.com

(317) 501-2105

Bachelor of Science in broadcast journalism, Butler University, Indianapolis

January 2018 – Present: Director of Communications/Donor Engagement for Herron Classical Schools (Indianapolis high-performing charter network), including crisis communication, donor relationships, events management/historic facilities rental, wellness committee

April 2005 – present:

Freelance multimedia producer/writer for WFYI Public Media; independent documentary producer (most recently **“The Working Hungry”** re childhood hunger in Indiana, premiered October 2022 on Indiana Public Media – 35+ scheduled showings statewide in 2023)

January 2015 – Present: Elected board member of the Indiana Debate Commission and IDC Broadcast Producer; also, Broadcast Producer of Indiana Town Hall productions

2012 – Present: Broadcast producer for live statewide gubernatorial and US senatorial debates for Indiana Debate Commission

May 2021 – May 2023 – Editor of Tri Kappa Indiana women’s philanthropy statewide magazine (see volunteer section)

January 2013 – 2018:

Education and energy content producer for **Inside INdiana Business with Gerry Dick**

April 2014 – 2018:

**No Limits** live radio talk show producer for WFYI Public Media

1995 – 2015:

Adjunct Professor, Butler University – JCFA/College of Communication, teaching Television News Producing and Writing for the Electronic Media

April 2005 – Present:

Additional freelance work for: **Great Day TV with Patty Spitler** (on-air landscape and environmental reporter), LookSmart Media, Innovative Productions, Barada & Associates (in-depth narrative writer for background checks of high-level job applicants)

February 1991 – April 2005:

WISH-TV - News Producer, including all newscasts, news specials, field producing, live news events, live 500 Festival Parade broadcasts, creation of two self-hosted on-air franchises, intern management, anchor assistance

Professional memberships:

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- National Academy of Television Arts and Sciences
- Garden Communicators of America
- Indiana Conference for Women, Advisory Committee/Ambassador
- INF-BPW (Business and Professional Women)
- Indy Maven

Volunteer efforts/honors:

- WFYI Public Media televised and radio pledge drive talent
- Northern Rush County Schools founder and board secretary
- Public Speaker on mental health, particularly suicide awareness, for IMHA etc
- Tri Kappa chapter president, state province officer, state chapter officer, state mental health chair, state magazine editor
- Rush County Community Based Action Planning tourism/promotion committee
- Rush Memorial Hospital Foundation founder/board member/office holder
- March of Dimes IN, Central Division & State Board Communications
- Indiana Associated Press Broadcast Association - former member and board president, panel host
- Hoosier Harvest Market, Indiana Food Hub – communications consultant
- Emmy – Best Newscast, WISH-TV; VA Assn of Broadcasters, Best Newscast; Indiana Society of Professional Journalists, Best Health Documentary – Lead Paint Poisoning
- Indiana Working Woman of the Year, 2010 – Indiana Business & Professional Women (BPW)

Jason S. Dwenger

## Work Experience

Pizza Hut

02/1991 - 12/1995

Cook

Waiter

Delivery driver

Shift Manager

Kramer Construction

6/1993 - 10/1993

Framing

Electrical

Plumbing

Rubco Construction

6/1995 - 12/1995

Framed pole barns

The Sampler Inc.

02/1996 - Present

Build furniture from rough product to finished piece of furniture.

Purchased Sampler in November of 2021

## Education

Associate degree in construction technology

Vincennes University

08/1993 - 05/1995

Rushville Consolidated High School

08/1989 - 06/1993

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Exhibit C

Statement of Economic Interest & Conflict of Interest Form

(Must be completed individually by each Board member)

**Background Information**

1. Name of charter school on whose governing board you serve:

Mays Community Academy

2. Your full name:

Nansi Ann Custer

3. Your spouse's full name:

N/A

**Employment History**

4. Brief educational and employment history (no narrative response is required if your resume is attached to the charter application).

My resume is attached.

My resume is not attached. Please provide a narrative response:

5. List the name(s) of your current employer(s) and the nature of the business (an "employer" is defined as "any person from whom the board member or the board member's spouse receives more than thirty-three (33%) of their income"):

Custer Electric  
Commercial Electric Contractor

6. List the name(s) of your spouse's employer(s) and the nature of the business:

N/A

7. Do you and/or your spouse currently operate a sole proprietorship or professional practice?

No.

Yes. Please provide the name and describe the nature of the business:

8. Are you and/or your spouse a member of a partnership and/or limited liability company?

No.

Yes. Please provide the name and describe the nature of the business:

9. Are you and/or your spouse an officer or director of a corporation?

No.

Yes. Please provide the name and describe the nature of the business:

I serve on the Board of Directors of Northern Rush County Schools Inc.

**Conflict of Interest Disclosures**

1. Do you or your spouse have a personal or business relationship with any other board member for the proposed school?

No.

Yes. Please identify the board member and indicate the nature of the relationship:

All other Board members.  
We live in a small rural community. We  
All serve on various boards, Community groups as  
well as see each other at social events

2. Do you or your spouse have a personal or business relationship with anyone who is conducting, or who plans to conduct, business with the charter school (whether as an individual or as a director, officer, employee or agent of another entity)?

- No.
- Yes. Please identify the business and indicate the nature of the relationship:

3. Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the school?

- No.
- Yes. Please describe the nature of the business that is being, or will be, conducted:

4. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a personal or business relationship with any employees, officers, owners, directors or agents of the service provider?

- Not applicable.
- No.
- Yes. Please describe the relationship:

5. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a direct or indirect ownership, employment, contractual or management interest in the service provider?

- Not applicable.

- No.
- Yes. Please provide a description of the interest:

6. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the provider?

- Not applicable.
- No.
- Yes. Please describe the nature of the business:

7. Are you, your spouse, or any other immediate family members, a director, officer, employee, partner or member of, or are otherwise associated with, any other organization that is partnering, or plans to partner, with the charter school?

- No.
- Yes. Please describe the relationship and the nature of the partnership:

8. Are there any other potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board?

- No.
- Yes. Please describe the nature of the potential conflict(s):

9. Do you understand the obligations of a charter school's board of directors to comply with Indiana's Public Access laws, including the Open Door Law and the Access to Public Record Act?

Act?

Yes.

Don't Know/ Unsure.

I, certify to the best of my knowledge and ability that the information I am providing to the Indiana Charter School Board as a prospective board member for the above charter school is true and correct in every respect.

Nansi Ann Custer

Name

Nansi Ann Custer

Signature

May 9, 2023

Date

Exhibit C

Statement of Economic Interest & Conflict of Interest Form

*(Must be completed individually by each Board member)*

**Background Information**

1. Name of charter school on whose governing board you serve:

Mays Community Academy

2. Your full name:

Deanna Disney

3. Your spouse's full name:

Harold Disney

**Employment History**

4. Brief educational and employment history (no narrative response is required if your resume is attached to the charter application).

My resume is attached.

My resume is not attached. Please provide a narrative response:

5. List the name(s) of your current employer(s) and the nature of the business (an "employer" is defined as "any person from whom the board member or the board member's spouse receives more than thirty-three (33%) of their income"):

Watch Communications - Internet/TV/Phone service provider

6. List the name(s) of your spouse's employer(s) and the nature of the business:

State of Indiana - Department of Corrections - He is a Lt. at a prison.

7. Do you and/or your spouse currently operate a sole proprietorship or professional practice?

No.

Yes. Please provide the name and describe the nature of the business:

8. Are you and/or your spouse a member of a partnership and/or limited liability company?

No.

Yes. Please provide the name and describe the nature of the business:

9. Are you and/or your spouse an officer or director of a corporation?

No.

Yes. Please provide the name and describe the nature of the business:

**Conflict of Interest Disclosures**

1. Do you or your spouse have a personal or business relationship with any other board member for the proposed school?

No.

Yes. Please identify the board member and indicate the nature of the relationship:

2. Do you or your spouse have a personal or business relationship with anyone who is conducting, or who plans to conduct, business with the charter school (whether as an individual or as a director, officer, employee or agent of another entity)?

No.

Yes. Please identify the business and indicate the nature of the relationship:

3. Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the school?

No.

Yes. Please describe the nature of the business that is being, or will be, conducted:

Frankie Patterson - Art Teacher and Aide for Mays Community Academy is my sister.

4. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a personal or business relationship with any employees, officers, owners, directors or agents of the service provider?

Not applicable.

No.

Yes. Please describe the relationship:

5. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a direct or indirect ownership, employment, contractual or management interest in the service provider?

Not applicable.

- No.
- Yes. Please provide a description of the interest:

6. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the provider?

- Not applicable.
- No.
- Yes. Please describe the nature of the business:

7. Are you, your spouse, or any other immediate family members, a director, officer, employee, partner or member of, or are otherwise associated with, any other organization that is partnering, or plans to partner, with the charter school?

- No.
- Yes. Please describe the relationship and the nature of the partnership:

8. Are there any other potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board?

- No.
- Yes. Please describe the nature of the potential conflict(s):

9. Do you understand the obligations of a charter school's board of directors to comply with Indiana's Public Access laws, including the Open Door Law and the Access to Public Record Act?

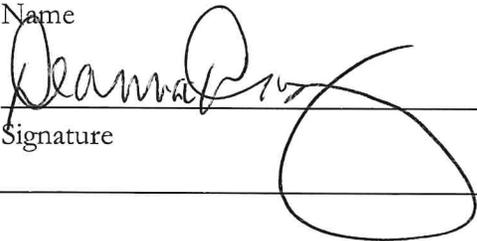
Yes.

Don't Know/ Unsure.

I, certify to the best of my knowledge and ability that the information I am providing to the Indiana Charter School Board as a prospective board member for the above charter school is true and correct in every respect.

**Deanna Disney**

Name



Signature

**05/10/2023**

Date

Exhibit C

Statement of Economic Interest & Conflict of Interest Form

(Must be completed individually by each Board member)

Background Information

1. Name of charter school on whose governing board you serve:

Mays Community Academy

2. Your full name:

Marcia Jo Schwering

3. Your spouse's full name:

Stephen Dale Schwering

Employment History

4. Brief educational and employment history (no narrative response is required if your resume is attached to the charter application).

My resume is attached.

My resume is not attached. Please provide a narrative response:

5. List the name(s) of your current employer(s) and the nature of the business (an "employer" is defined as "any person from whom the board member or the board member's spouse receives more than thirty-three (33%) of their income"):

Recently retired (March 3, 2023) from Beacon Credit Union, formerly purchased (Midwest Ag Finance)  
Employee (May 2007- March 2023)

6. List the name(s) of your spouse's employer(s) and the nature of the business:

Self-employed - Farmer - Schwering Farms, LLC  
Schwering Trucking - Owner/operator - Grain Hauling

7. Do you and/or your spouse currently operate a sole proprietorship or professional practice?

No.

Yes. Please provide the name and describe the nature of the business:

Schwering Trucking, - grain hauling

8. Are you and/or your spouse a member of a partnership and/or limited liability company?

No.

Yes. Please provide the name and describe the nature of the business:

Schwering Farms, LLC - grain farming  
Schwering Trucking, LLC - grain hauling

9. Are you and/or your spouse an officer or director of a corporation?

No.

Yes. Please provide the name and describe the nature of the business:

I currently serve on the Board of Directors as Treasurer for Northern Rush County Schools  
Spouse serves as Treasurer for Board of Directors of Rush Co. Agricultural Assoc. - Fair Board

#### Conflict of Interest Disclosures

1. Do you or your spouse have a personal or business relationship with any other board member for the proposed school?

No.

Yes. Please identify the board member and indicate the nature of the relationship:

We are a small rural community I am in contact with all the other Board Members through many social events in our community.

2. Do you or your spouse have a personal or business relationship with anyone who is conducting, or who plans to conduct, business with the charter school (whether as an individual or as a director, officer, employee or agent of another entity)?

No.

Yes. Please identify the business and indicate the nature of the relationship:

3. Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the school?

No.

Yes. Please describe the nature of the business that is being, or will be, conducted:

Spouse owns + operates Schwering Trucking, LLC  
This company owns + operates the bus transportation for Northern Rush County Schools since the beginning 2015.

4. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a personal or business relationship with any employees, officers, owners, directors or agents of the service provider?

Not applicable.

No.

Yes. Please describe the relationship:

5. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a direct or indirect ownership, employment, contractual or management interest in the service provider?

Not applicable.

- No.  
 Yes. Please provide a description of the interest:

6. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the provider?

- Not applicable.  
 No.  
 Yes. Please describe the nature of the business:

7. Are you, your spouse, or any other immediate family members, a director, officer, employee, partner or member of, or are otherwise associated with, any other organization that is partnering, or plans to partner, with the charter school?

- No.  
 Yes. Please describe the relationship and the nature of the partnership:

8. Are there any other potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board?

- No.  
 Yes. Please describe the nature of the potential conflict(s):

9. Do you understand the obligations of a charter school's board of directors to comply with Indiana's Public Access laws, including the Open Door Law and the Access to Public Record Act?

Yes.

Don't Know/ Unsure.

I, certify to the best of my knowledge and ability that the information I am providing to the Indiana Charter School Board as a prospective board member for the above charter school is true and correct in every respect.

Marcia Jo Schwering

Name

Marcia Jo Schwering

Signature

May 11, 2023

Date

Exhibit C

Statement of Economic Interest & Conflict of Interest Form

(Must be completed individually by each Board member)

**Background Information**

1. Name of charter school on whose governing board you serve:

Mays Community Academy

2. Your full name:

Shannon L. Dawson

3. Your spouse's full name:

**Employment History**

4. Brief educational and employment history (no narrative response is required if your resume is attached to the charter application).

My resume is attached.

My resume is not attached. Please provide a narrative response:

5. List the name(s) of your current employer(s) and the nature of the business (an "employer" is defined as "any person from whom the board member or the board member's spouse receives more than thirty-three (33%) of their income"):

Herron Classical Schools (dba Herron High School)

6. List the name(s) of your spouse's employer(s) and the nature of the business:

7. Do you and/or your spouse currently operate a sole proprietorship or professional practice?

No.

Yes. Please provide the name and describe the nature of the business:

8. Are you and/or your spouse a member of a partnership and/or limited liability company?

No.

Yes. Please provide the name and describe the nature of the business:

9. Are you and/or your spouse an officer or director of a corporation?

No.

Yes. Please provide the name and describe the nature of the business:

**Conflict of Interest Disclosures**

1. Do you or your spouse have a personal or business relationship with any other board member for the proposed school?

No.

Yes. Please identify the board member and indicate the nature of the relationship:

As members of a small, rural community, we all know each other.

2. Do you or your spouse have a personal or business relationship with anyone who is conducting, or who plans to conduct, business with the charter school (whether as an individual or as a director, officer, employee or agent of another entity)?

No.

Yes. Please identify the business and indicate the nature of the relationship:

As a small, rural county, we may do business with businesses owned by community members we know.

3. Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the school?

No.

Yes. Please describe the nature of the business that is being, or will be, conducted:

4. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a personal or business relationship with any employees, officers, owners, directors or agents of the service provider?

Not applicable.

No.

Yes. Please describe the relationship:

5. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a direct or indirect ownership, employment, contractual or management interest in the service provider?

Not applicable.

- No.
- Yes. Please provide a description of the interest:

6. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the provider?

- Not applicable.
- No.
- Yes. Please describe the nature of the business:

7. Are you, your spouse, or any other immediate family members, a director, officer, employee, partner or member of, or are otherwise associated with, any other organization that is partnering, or plans to partner, with the charter school?

- No.
- Yes. Please describe the relationship and the nature of the partnership:

8. Are there any other potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board?

- No.
- Yes. Please describe the nature of the potential conflict(s):

9. Do you understand the obligations of a charter school's board of directors to comply with Indiana's Public Access laws, including the Open Door Law and the Access to Public Record Act?

Act?

Yes.

Don't Know/ Unsure.

I, certify to the best of my knowledge and ability that the information I am providing to the Indiana Charter School Board as a prospective board member for the above charter school is true and correct in every respect.

Shannon Dawson

Name

Shannon L Dawson

Signature

5/9/2023

Date

Exhibit C

Statement of Economic Interest & Conflict of Interest Form

(Must be completed individually by each Board member)

**Background Information**

1. Name of charter school on whose governing board you serve:

Mays Community Academy

2. Your full name:

Jason Stanley Dwenger

3. Your spouse's full name:

Darla Michelle Dwenger

**Employment History**

4. Brief educational and employment history (no narrative response is required if your resume is attached to the charter application).

My resume is attached.

My resume is not attached. Please provide a narrative response:

5. List the name(s) of your current employer(s) and the nature of the business (an "employer" is defined as "any person from whom the board member or the board member's spouse receives more than thirty-three (33%) of their income"):

The Sampler Inc.  
Manufacturer of custom built cherry furniture.

6. List the name(s) of your spouse's employer(s) and the nature of the business:

*NRCS (Mays Community Academy)  
Charter School in Rush County.*

7. Do you and/or your spouse currently operate a sole proprietorship or professional practice?

No.

Yes. Please provide the name and describe the nature of the business:

8. Are you and/or your spouse a member of a partnership and/or limited liability company?

No.

Yes. Please provide the name and describe the nature of the business:

9. Are you and/or your spouse an officer or director of a corporation?

No.

Yes. Please provide the name and describe the nature of the business:

*The Sampler Inc. Manufacturer of Custom  
Cherry Furniture.*

**Conflict of Interest Disclosures**

1. Do you or your spouse have a personal or business relationship with any other board member for the proposed school?

No.

Yes. Please identify the board member and indicate the nature of the relationship:

We are in a small rural community, we all know each other.

2. Do you or your spouse have a personal or business relationship with anyone who is conducting, or who plans to conduct, business with the charter school (whether as an individual or as a director, officer, employee or agent of another entity)?

No.

Yes. Please identify the business and indicate the nature of the relationship:

3. Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the school?

No.

Yes. Please describe the nature of the business that is being, or will be, conducted:

4. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a personal or business relationship with any employees, officers, owners, directors or agents of the service provider?

Not applicable.

No.

Yes. Please describe the relationship:

5. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members have a direct or indirect ownership, employment, contractual or management interest in the service provider?

Not applicable.

- No.
- Yes. Please provide a description of the interest:

6. (If the school intends to contract with an Education Service Provider). Do you, your spouse, or any immediate family members conduct, or anticipate conducting, any business with the provider?

- Not applicable.
- No.
- Yes. Please describe the nature of the business:

7. Are you, your spouse, or any other immediate family members, a director, officer, employee, partner or member of, or are otherwise associated with, any other organization that is partnering, or plans to partner, with the charter school?

- No.
- Yes. Please describe the relationship and the nature of the partnership:

8. Are there any other potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board?

- No.
- Yes. Please describe the nature of the potential conflict(s):

9. Do you understand the obligations of a charter school's board of directors to comply with Indiana's Public Access laws, including the Open Door Law and the Access to Public Record Act?

Yes.

Don't Know/ Unsure.

I, certify to the best of my knowledge and ability that the information I am providing to the Indiana Charter School Board as a prospective board member for the above charter school is true and correct in every respect.

Jason S Dwenger

Name

Jason S Dwenger

Signature

May 9th, 2023

Date

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**Northern Rush County Schools**  
**Regular Board Meeting Minutes**

**February 15, 2023 6:00 p.m.**

**Mays Community Academy**

Present: Nansi Custer, President; Deanna Disney, Vice President by phone; Marcia Schwering, Treasurer; Shannon Dawson, Secretary; Jason Dwenger, Member-at-Large; Donita Davis, Tiger Time; Lauren Yoke, Principal; Steve Schwering, Transportation Contractor; Greg Richardson, Building Maintenance; Trish Mastin, Lil' Tigers; Alicia Weatherly, Teacher; SRO Jeff Light; Kathy Foreman, Transportation Director; Lori Johnson, Instructional Aide; Amy Hufford, Health Services; Angela Richardson

Absent: Rosemary Noah, Cafeteria; Quinn Leisure, FACE; Amy Hufford, Health Services Director

- I. President Nansi Custer called the meeting to order at 6:00 p.m. with the Pledge of Allegiance and Moment of Silence
- II. Marcia Schwering moved to accept the Minutes of the January 2023 regular meeting, seconded by Deanna Disney; passed on roll call voice vote
- III. Acceptance of Financials/Approval of Claims & Payroll. Motion to approve by Shannon Dawson, seconded by Jason Dwenger; passed on roll call voice vote
- IV. Principal's Report – Lauren Yoke
  - a. Submitted the 2023-24 school calendar; questions include whether we can email final report cards
  - b. Will let the Board know where we are on curriculum contracts
  - c. Title coverage is going well
  - d. Scholar behavior issues are better
  - e. Nansi: the state legislature is addressing poor student scores statewide; asking Lauren and staff to strongly consider math and the science of reading
- V. Directors' Reports
  - a. Nansi for Amy Hufford on civility issue: adults are increasingly verbally and aggressively engaging staff members. The board will consider Amy's submission for civil behavior request
  - b. Quinn Leisure, FACE, submitted a January report including:
    - A question about den sponsorship levels
    - A lack of popcorn and oil
    - A parent questionnaire sent home before approval
    - PreK/Kindergarten Roundup is April 8
  - c. Trish Mastin, Lil' Tigers
    - Roundup is April 9, 9-Noon
    - Someone from the State is attending Roundup to help with vouchers
    - Advertisement needs to start
    - Nansi: Enrollment is paramount; everything needs to be great and early
    - Angela Richardson volunteered to help make more flyers
    - Alicia mentioned the cooperative project with Rush to 4-H; she and Jenna signed up for it; general discussion about other promotable programs

SO 3/15/23  
JSD 3/15/23  
WOC 3/15/23

- Trish says she was pitched on a new (to us) school photo service, local. Marcia will check on our LifeTouch contract. Motion by Shannon Dawson, second by Marcia; passed on roll call vote
- d. Donita Davis, Tiger Time – going great
- e. Kathy Foreman, Transportation
  - Going great
  - Nansi gave a reminder that buses load and unload only in front of the building
- f. SRO Jeff Light – V well
- g. Greg Richardson, Facilities
  - Going well
  - Cafeteria freezer went down again; part was replaced and unit repaired
  - The work orders are working
  - Drywall and light going in in Title bathroom
- VI. New business – Alicia wants to start a new Jumpstart Program to fill the summer gap with younger learners. Her proposal is for July, with four teachers. Nansi says we need to check on IDOE dollars and send a family survey
- VII. Unfinished business – none
- VIII. Public comment – none
- IX. Board member comment – none
- X. Adjournment – 7:19 p.m.

*Shannon Dawson 3/15/2023*  
*Jasor S Duenger 3/15/2023*  
*Nansi Curtis 3/15/2023*

NRCS ELECTRONIC MEETING PARTICIPATION

ROLL CALL VOTE RECORD

Date: 2/15/23

Motion: Approval of Minutes - Motion by MS; DD

Nansi Custer: ✓

PASS: ✓

Deanna Disney: ✓

FAIL: \_\_\_\_\_

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Motion: Acceptance of Financials / Claims & Payroll  
SD / JD

Nansi Custer: ✓

PASS: ✓

Deanna Disney: ✓

FAIL: \_\_\_\_\_

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Certified: \_\_\_\_\_

Shannon Dawson, NRCS Secretary

NRCS ELECTRONIC MEETING PARTICIPATION

ROLL CALL VOTE RECORD

Date: 2/15/23

Motion: To virtual photography from Life Touch  
to local Barksdale Group. SD/MS

Nansi Custer : ✓

PASS: ✓

Deanna Disney: ✓

FAIL: \_\_\_\_\_

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Motion: \_\_\_\_\_

Nansi Custer : \_\_\_\_\_

PASS: \_\_\_\_\_

Deanna Disney: \_\_\_\_\_

FAIL: \_\_\_\_\_

Marcia Schwering: \_\_\_\_\_

Shannon Dawson: \_\_\_\_\_

Jason Dwenger: \_\_\_\_\_

Certified: \_\_\_\_\_

Shannon Dawson, NRCS Secretary

**Northern Rush County Schools**  
**Regular Board Meeting Minutes**

**March 15, 2023 6:00 p.m.**

**Mays Community Academy**

Present: Nansi Custer, President; Marcia Schwering, Treasurer, by phone; Shannon Dawson, Secretary; Jason Dwenger, Member-at-Large; Kevin Dave, Indiana Charters; Donita Davis, Tiger Time; Lauren Yoke, Principal; Steve Schwering, Transportation Contractor; Quinn Leisure, FACE; Rosemary Noah, Cafeteria Services; Greg Richardson, Building Maintenance; Trish Mastin, Lil' Tigers; Alicia Weatherly, Teacher; SRO Jeff Light; Kathy Foreman, Transportation Director; Lori Johnson, Instructional Aide; Amy Hufford, Health Services; Angela Richardson

Absent: Deanna Disney, Vice President; Amy Hufford, Health Services Director

- I. President Nansi Custer called the meeting to order at 6:05 p.m. with the Pledge of Allegiance and Moment of Silence
- II. Jason Dwenger moved to accept the Minutes of the February 2023 regular meeting, seconded by Marcia Schwering; passed on roll call voice vote
- III. Acceptance of Financials/Approval of Claims & Payroll. Motion to approve by Shannon Dawson, seconded by Jason Dwenger; passed on roll call voice vote
- IV. Principal's Report – Lauren Yoke
  - a. Met with staff on several subjects, collecting feedback and ideas on customer service for our families and organizational improvements
  - b. IREAD testing was last week, finishing up this week
- V. Directors' Reports
  - a. Trish Mastin, Lil' Tigers
    - Parents are reaching out about upcoming open house/roundup
    - Paths to Quality renewal is set for April 11, working on our binder for them
    - The yearbook is approved and will be sent to print on Friday
  - b. Quinn Leisure, FACE
    - Literacy Week was good; we received \$2600 in free books from Scholastic
    - Spirit wear is in
    - Directors meetings likely on Fridays
    - Better pictures for awards days
    - Den meetings with learning games
    - Chocolate fundraiser is wrapping up
    - Roundup is on April 11; agencies will be joining us with booths for info/service
    - Pool party is tentatively set for July 13
    - Working on Staff Appreciation Days
    - Kickboard questions – unclear how much families are using it; taking recommendations on something else that may be more effective
    - Motion to approve pool party date by Shannon Dawson, seconded by Jason Dwenger; passed on roll call voice vote
  - c. Greg Richardson, Facilities Maintenance
    - Freezers are working

*Mac 4-19-23*  
*JD 4-19-2023*  
*JD 4/19/23*  
*ms 4-19-23*

- Water leak in the math room, will work to fix over the summer
  - Working on clogged boys toilet in upstairs bathroom
  - Earlewine Pest Control would like to offer an RFP for mouse control (Orkin is not effective)
  - Greg has obtained his substitute teacher license for three years
  - Greg and SRO Jeff have been working on a potential life skills curriculum, including a summer car maintenance class, possible chicken coop, garden (in current location), cooking. Nansi: be sure to add fire extinguishers and first aid kits. Trish: could host a May garden cleanup
- d. Donita Davis, Tiger Time
- All is going well
  - Averaging 5-10 students per day
- e. Kathy Foreman, Transportation
- All is going well
  - Two potential drivers for next year
- f. Rosemary Noah, Cafeteria
- Thanks to the cafeteria staff for holding down the kitchen while she worked from home
  - Potential new help
  - Preparing for Monica Farthing's maternity leave
- VI. Unfinished Business
- a. 2023-24 Calendar approval. Motion to approve by Jason Dwenger, seconded by Marcia Schwering; approved on roll call vote
- b. Marcia says we're finished with our contract with LifeTouch photography
- VII. New Business
- a. Nansi – our next charter authorization will only be K-6 starting 2023-24 school year. Motion to approve by Marcia, second by Jason; motion approved on roll call vote
- b. Nansi asked for a motion to complete new authorization process. Motion by Marcia, second by Shannon; passed on roll call vote
- VIII. Public comments – none
- IX. Board comments – none
- X. Adjourned 6:38 p.m.

*Shannon Dawson, Secy*

*Monica Custer 4-19-23*  
*Jason Dwenger 4-19-2023*  
*Marcia Schwering 4-19-23*

NRCS ELECTRONIC MEETING PARTICIPATION

ROLL CALL VOTE RECORD

Date: 3/15/23

Motion: 2023-24 New charter to be K-6

Nansi Custer : ✓ PASS: —

Deanna Disney: — FAIL: —

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Motion: To complete process for charter authorization

Nansi Custer : ✓ PASS: —

Deanna Disney: — FAIL: —

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Certified: Shannon Dawson

Shannon Dawson, NRCS Secretary

NRCS ELECTRONIC MEETING PARTICIPATION

ROLL CALL VOTE RECORD

Date: 3/15/2023

Motion: Approval of Feb minutes

Nansi Custer : ✓ PASS: ✓

Deanna Disney: \_\_\_\_\_ FAIL: \_\_\_\_\_

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Motion: Acceptance  
~~Approval of Financials/Claims & Payroll~~

Nansi Custer : ✓ PASS: ✓

Deanna Disney: \_\_\_\_\_ FAIL: \_\_\_\_\_

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Certified: Shannon Dawson

Shannon Dawson, NRCS Secretary

NRCS ELECTRONIC MEETING PARTICIPATION

ROLL CALL VOTE RECORD

Date: 3/15/2023

Motion: Approve Pool Party for July 13, 2023

Nansi Custer : ✓ PASS: —

Deanna Disney: — FAIL: —

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Motion: 2023-24 Calendar Approval

Nansi Custer : ✓ PASS: —

Deanna Disney: — FAIL: —

Marcia Schwering: ✓

Shannon Dawson: ✓

Jason Dwenger: ✓

Certified: Shannon Dawson

Shannon Dawson, NRCS Secretary

**Northern Rush County Schools**  
**Regular Board Meeting Minutes**

**April 19, 2023 6:00 p.m.**

**Mays Community Academy**

Present: Nansi Custer, President; Marcia Schwering, Treasurer; Shannon Dawson, Secretary; Jason Dwenger, Member-at-Large; Kevin Davis, Indiana Charters; Donita Davis, Tiger Time; Lauren Yoke, Principal; Steve Schwering, Transportation Contractor; Quinn Leisure, FACE; Rosemary Noah, Cafeteria Services; Alicia Weatherly, Teacher; Kathy Foreman, Transportation Director; Lori Johnson, Instructional Aide; Francie Patterson, Art Teacher

Absent: Deanna Disney, Vice President; Amy Hufford, Health Services Director; Jeff Light, SRO; Greg Richardson, Facilities Director; Trish Mastin, Lil' Tigers

- I. President Nansi Custer called the meeting to order at 6:03 p.m. with the Pledge of Allegiance and Moment of Silence, added thank you to the cafeteria staff for refreshments
- II. Marcia Schwering moved to accept the Minutes of the March 2023 regular meeting, seconded by Jason Dwenger; passed on voice vote
- III. Acceptance of Transactions List/Approval of Claims & Payroll. Motion to approve by Shannon Dawson, seconded by Jason Dwenger; passed on voice vote
- IV. Principal's Report – Lauren Yoke
  - a. Met with ILEARN testers on Monday
  - b. Met with teaching staff after school today about math and ELA curriculum
  - c. Started SPED ILEARN Monday, GenEd starts next Monday; Mariah Lee is now fulltime and on the testing team
  - d. NWEA begins May 8
- V. Directors' Reports
  - a. Kathy Foreman, Transportation – buses are ready for inspection in May
  - b. Donita Davis, Tiger Time
    - about 50% of attendees are preschoolers
    - averaging 8-11 students each day
  - c. Quinn Leisure, FACE Director updated the board on the schedule for the remainder of the year.
  - d. Rosemary Noah, Cafeteria Services
    - Shout out to kitchen crew on an excellent health inspection report
    - Three people are stepping in to cover Rosemary and Monica on their medical leaves
- VI. Board President Update
  - a. Some of our early enrollees report they are signing up because we a full time onsite SRO.  
Amy has worked very hard with Jeff to make sure our procedures and welcome are at a high level; they can step in for lunch at any time. They are also working with Center Christian Church to create an evacuation plan
  - b. Regarding the arsenic filtering system, our newly installed system has been working great this year; watch for visitors checking it out

- c. There will likely be a legislative funding increase. Expect changes in standards. Also possibility of local tax dollars to go to charters for capital/tech/transportation
  - d. A parent of a former student (now in high school) praised the MCA education, student is now in Top Ten of their class. Anecdotal reports of at least three former students in their Top Ten
- VII. Unfinished Business – Alicia would still like to create a Jump Start summer program for 1<sup>st</sup>-4<sup>th</sup> graders (proposed 8:30am-11:30am with no lunch) for two weeks; Kevin says there is no funding; Nansi says we know this is an important effort, but we'll have to look for money
- VIII. New Business
- a. Motion to withdraw our renewal application with Ball State University – motion by Marcia Schwering, seconded by Jason Dwenger; passed on roll call voice vote
  - b. Motion to apply with a new charter authorizer – motion by Jason Dwenger, seconded by Marcia Schwering; passed on roll call voice vote
- IX. Comment – none
- X. 6:48 meeting adjourned
- XI. 6:50 meeting reopened – Executive Session scheduled for Monday April 24, 2023 6:30pm
- XII. 6:51 meeting readjoined

DRAFT

# Attachment 4

## Governance Documents

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: AUG 05 2015

NORTHERN RUSH COUNTY SCHOOL INC  
2028 E 800 N  
RUSHVILLE, IN 46173

Employer Identification Number:  
47-3449974  
DLN:  
17053154336005  
Contact Person:  
MRS. KREBS ID# 31072  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
170(b) (1) (A) (ii)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
March 18, 2015  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

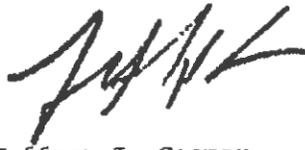
Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to [www.irs.gov/charities](http://www.irs.gov/charities). Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

NORTHERN RUSH COUNTY SCHOOL INC

Sincerely,

A handwritten signature in black ink, appearing to read "J. Cooper", written in a cursive style.

Jeffrey I. Cooper  
Director, Exempt Organizations  
Rulings and Agreements

Letter 947

**BY-LAWS OF  
NORTHERN RUSH COUNTY SCHOOLS, INC.  
(A Non-Profit Corporation)**

ARTICLE I

General

Section 1. Name. The name of the corporation is Northern Rush County Schools, Inc. (the “Corporation”).

Section 2. Registered Office and Registered Agent. The post office address of the Corporation’s registered office at the time of adoption of these Bylaws (the “Bylaws”) is 929 South St. Mays, IN 46155. The registered agent in charge of the registered office at the time of adoption of these Bylaws is Nansi Custer.

Section 3. Fiscal Year. The fiscal year of the Corporation shall begin on the first day of July and end on the last day of June next succeeding.

ARTICLE II-  
ORGANIZATION

Section 2.1. Purpose and Mission. The purposes of this Corporation, as expressed in its Articles of Incorporation, shall be for the purpose of transacting any or all lawful business for which corporations may be incorporated under the Indiana Nonprofit Corporation Act of 1991 (the “1991 Act”) and to operate within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986. The specific purpose of the Corporation is to assist with the establishment, development and administration of charter schools, and to make grants to further elementary, middle and high school educational programs and facilities and other capital needs for such schools providing elementary, middle and high school educational programs through charter schools, and other charitable activities and to distribute the whole or any part of the income therefrom and the principal thereof exclusively for such purposes, either directly or by contributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code and the Regulations issued pursuant thereto (the “Code”), as they now exist or as they may hereafter be amended.

Section 2.2. Non-Discrimination. The Corporation shall not discriminate on the basis of race, religion, national origin, gender, age, disability, sexual orientation, status as a Vietnam-era or special disabled Veteran, or other protected class in accordance with applicable federal or state laws in hiring or other employment practices of the School. Further, the School shall be open to all students in its authorized geographic area on a space available basis and shall not discriminate in its admission policies or practices on the basis of race, gender, religion, ethnicity or disability. The School shall conduct all of its activities in accordance with all applicable local, state and federal anti-discrimination laws, as well as

in accordance with all other laws and regulations applicable to the operation of the charter public schools in the state of Indiana.

ARTICLE III  
Members

Section 3.1 The Corporation shall have not have any members.

ARTICLE IV  
Board of Directors

Section 4.1. Directors. The affairs of the Corporation shall be managed, controlled, and conducted by, and under the supervision of, the Board of Directors, subject to the provisions of the Articles of Incorporation (the “Articles”) and these Bylaws. The Board of Directors shall have the number of members, not less than three (3) and not greater than nine (9), as designated by resolution of the Board of Directors from time to time. At all times all members of the Board of Directors shall be residents of the State of Indiana, and at least one-half of the members of the Board of Directors shall, as of the date of election or appointment to the board, be residents of any Indiana county of residence of one or more current students at the charter school operated by the Corporation (the “School”).

No individual may serve on the Board of Directors if that individual has been convicted of any offense set forth in Indiana Code 20-26-5-11(b), any successor statute, or of any offense substantially equivalent to any of the offenses listed in I.C. 20-26-5-11(b) in which the judgment of conviction was entered under the law of any other federal or state jurisdiction unless the candidacy of such individual is approved by the School’s Authorizer (as the term “Authorizer” is defined in IC 20-24-1-2.5) (the “School’s Sponsor”). If order to effectuate this requirement, at least fourteen (14) days before an individual is seated as a member of the Board of Directors, an Expanded Criminal History Check (as defined by IC 20-26-2-1.5) shall be performed as to such director. If the Organizer is leasing from a religious organization, no member of the religious board and no religious leader of the religious organization may simultaneously serve on the Corporation's Board of Directors.

At the regular meeting of the Board of Directors immediately preceding the expiration of the term of any director, the Board of Directors may elect a new director to replace a director whose term will expire, or has expired, and each such new director shall serve for a term of not more than four (4) years, or such other period as prescribed by the directors at the time of such election, and until his or her successor is elected and qualified. No director shall serve more than three (3) successive terms. Once a director has served two (2) full four (4)-year terms, at least one (1) year must elapse before he or she again may be elected or appointed to the Board of Directors. The terms of the Board shall be staggered such that no more than one current board member rotates off the board at any given time. The Corporation shall notify the sponsor of the School promptly upon the election of any new member

of the Board of Directors. All newly elected directors shall participate in a board training session approved by the School's Sponsor.

In order to ensure continuity among the directors of the Corporation, the terms of the members of the Board of Directors may be staggered as necessary.

Section 4.2. Powers. The Board of Directors shall have all powers and authority for the management of the business, property, and affairs of the Corporation, except as expressly provided herein, and may take such lawful acts that the Board of Directors deems proper and appropriate to promote the purposes and objectives of the Corporation. The Board of Directors may delegate to officers of the Corporation such powers as it may see fit for specified periods of time or in connection with specified matters. Except as specifically set forth to the contrary herein, the Board may not take any action, except upon the approval thereof by the affirmative vote of a majority of the Board present at a meeting at which a quorum of at least 60% of the Directors are present. The affirmative vote of a majority of the Directors shall be necessary for all actions by the Board relating to the following:

4.2.1 Approval of charitable gifts, transfers, distributions, and grants by the Corporation to other entities;

4.2.2 Adoption of an amendment to the Articles of Incorporation or the Bylaws;

4.2.3 Organization of a subsidiary or affiliate by the Corporation; and

4.2.4 Approval of any merger, consolidation or sale or other transfer of all or a substantial part of the assets of the Corporation.

Section 4.3. Quorum and Approval of Actions. A majority of the directors in office immediately before a regular or special meeting begins shall constitute a quorum for the transaction of any business properly to come before the Board of Directors. Unless otherwise provided in the Articles or these Bylaws, the approval of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. A majority of the Directors present, whether or not a quorum exists, may adjourn any meeting of the Board to another time and place. Notice of any such adjourned meeting shall be given to the Directors who were not present at the time of adjournment.

Section 4.4. Regular Meetings. The Board of Directors shall hold regular meetings, as fixed by these Bylaws or by resolution of the Board of Directors, for the purpose of transacting such business as properly may come before the Board of Directors. The Board of Directors shall hold at least six (6) regular meetings and shall hold at least one (1) regular meeting during summer break. All regular meetings shall be held at the physical facility housing the charter school unless such facility is not reasonably available by reason of construction or casualty, in which event regular meetings shall be held at such location as may be approved in advance by the School's Sponsor.

Section 4.5. Executive Sessions. Any Board member may call an Executive Session during any special or regular Board meeting for issues concerning personnel or other matters permitted under the

Indiana Open Door Law. All persons except Board members may be excluded from such Executive Sessions. Following such meetings, an officer shall provide a general description of the matters discussed to be provided as the minutes of said Executive Session. No action may be taken in an Executive Session.

Section 4.6. Special Meetings. Notwithstanding the preceding Section 4 of this Article IV, the Board of Directors may hold special meetings, defined as any meeting other than regularly scheduled meetings as set forth in Section 4, for any lawful purpose, aside from the election of members of the Board of Directors, upon not less than two (2) business days' notice, as described in Section 7 of this Article IV, and upon call by the Chair and at least one (1) other member of the Board of Directors, or by two (2) or more members of the Board of Directors. A special meeting shall be held at such date and time as specified in the notice of the meeting. All special meetings shall be held at the physical facility housing the charter school unless such facility is not reasonably available by reason of construction or casualty, in which event special meetings shall be held at such location as may be approved in advance by the School's Sponsor.

Section 4.7. Compliance with Indiana Open Door Law. Notwithstanding any other provision of these Bylaws, the Corporation shall comply in all respects with the Indiana Open Door Law (currently codified at Indiana Code ("IC") section 5-14-1.5-1, et seq.), and any corresponding provision of subsequent Indiana law, in connection with all regular or special meetings of the Board of Directors. Without limiting the foregoing, the Board of Directors shall post notice of any regular or special meeting not less than two (2) business days before such meeting at the place at which such meeting shall be held and shall provide such other notice of such meeting as shall be required under the Indiana Open Door Law.

Section 4.8. Notice of Special Meetings. Written notice of the date, time, and place of each special meeting of the Board of Directors shall be communicated, delivered, or mailed by the Secretary of the Corporation, or by the person or persons calling the meeting, to each member of the Board of Directors so that such notice is effective at least two (2) business days before the date of the meeting and complies with the Indiana Open Door Law. The notice need not describe the purpose of the special meeting.

Written, electronic, or telefaxed notice, where applicable, shall be effective at the earliest of the following:

- (a) When received;
- (b) Five (5) days after the notice is mailed, as evidenced by the postmark or private carrier receipt, if mailed correctly addressed to the address listed in the most current records of the Corporation;
- (c) On the date shown on the return receipt, if sent by registered or certified United States mail, return receipt requested, and the receipt is signed by or on behalf of the addressee;

or

(d) Thirty (30) days after the notice is deposited with another method of the United States Postal Service other than first class, registered, or certified mail, as evidenced by the postmark, if mailed correctly addressed to the address listed in the most current records of the Corporation.

Section 4.9. Waiver of Notice. Notice of a meeting to a director may be waived in a writing signed by the director entitled to notice and filed with the minutes or the corporate records. Attendance at or participation in any meeting of the Board of Directors shall constitute a waiver of lack of notice or defective notice of such meeting unless the director shall, at the beginning of the meeting or promptly upon the director's arrival, object to holding the meeting and not vote for or assent to any action taken at the meeting.

Section 4.10. Action by Board. The Board of Directors shall not take action other than at a meeting held in compliance with the Open Door Law.

Section 4.11. Resignation, Removal, and Vacancies. Any director may resign at any time by giving written notice of such resignation to the Board of Directors, the Chair, or the Secretary of the Corporation. Such resignation shall take effect at the time specified therein, or if no time is specified, at the time of its receipt by the Board of Directors, the Chair, or the Secretary. The acceptance of a resignation shall not be necessary to make it effective.

A director may be removed for cause by a majority of the directors then in office. Cause shall include, but shall not be limited to:

- (a) Violations of applicable law, including (but not limited to):
  - (i) Violations of the Indiana Charter School Law; and
  - (ii) Actions that would jeopardize the tax-exempt status of the Corporation or would subject it to intermediate sanctions under the Internal Revenue Code of 1986, as amended, or corresponding provisions of any subsequent federal tax laws (the "Code").
- (b) Breach of fiduciary duty and/or commission of an ultra vires act as defined by Indiana law, including (but not limited to) a violation of the applicable standard of care under the Articles, these Bylaws, or applicable law.
- (c) Breach of any governing document relating to the Corporation, including (but not limited to) the Articles, these Bylaws, and the Charter Agreement.
- (d) Inadequate attendance at meetings of the Board of Directors, defined as absence from three (3) consecutive meetings or from at least fifty percent (50%) of such meetings within one (1) calendar year.

Any vacancy on the Board of Directors created by the resignation or removal of a director shall be filled by a majority of the directors then in office.

Section 4.12. Educational Service Providers. Should the Board of Directors elect to engage an educational service provider (“ESP”) to manage the School’s operations, no member of the Corporation’s Board of Directors or any of their respective spouses or immediate family members may have any direct or indirect ownership, employment, contractual or management interest in such ESP. All members of the Board of Directors shall thoroughly familiarize themselves with the contract between the Corporation and the ESP and the rights and responsibilities of the Corporation vis-à-vis the ESP.

Section 4.13. Participation via Telephone. Directors may participate in a meeting of the Board of Directors via telephone in accordance with Indiana’s Open Door Law.

Section 4.14. Compensation. No member of the Board of Directors shall receive any compensation for serving in such office; provided that, the Corporation may reimburse any member of the Board for reasonable expenses incurred in connection with service on the Board. Any such reasonable expenses that are not reimbursed by the Corporation shall be construed as a gift to the Corporation.

Section 4.15. Protocol. The Board of Directors shall use Robert’s Rules of Order, including the preparation and board approval of minutes of meetings of the Board of Directors.

## ARTICLE V

### Committees

The Board of Directors may establish advisory committees having such responsibilities as the Board of Directors shall specify. Members of such committees may, but need not, be members of the Board of Directors. A committee member appointed by the Board of Directors may be removed by the Board of Directors with or without cause. All committee meetings must comply with the Indiana Open Door Law.

## ARTICLE VI

### Officers

Section 6.1. In General. The officers of the Corporation shall consist of a President, a Secretary, a Treasurer, and such other officers as the Board of Directors may otherwise elect. An officer may not simultaneously hold more than one (1) office. Each officer shall be elected by the Board of Directors and shall serve for one (1) year, or such other period as prescribed by the directors at the time of such election, and until the officer’s successor is elected and qualified.

An officer shall be a member of the Board of Directors. Any officer may be removed by the Board of Directors at any time by majority vote. Any vacancy in any office shall be filled by the Board of Directors, and any person elected to fill such vacancy shall serve until the expiration of the term vacated and until his or her successor is elected and qualified.

Section 6.2. President. The President shall have general supervision, management, control and oversight of the business of the Corporation, subject to these Bylaws and subject to the orders of the Board of Directors, and shall, in general, perform all the duties usually incident to the office of President

or that may be imposed or prescribed by the Board of Directors. The President may enter into and execute any and all certificates, contracts, and other instruments of the Corporation that are approved by the Board of Directors. The President may delegate, as needed, to any other officer any and all duties of the office of President. The President shall also exercise and perform any and all other powers and duties as may be prescribed by the Board of Directors from time to time.

Section 6.3. Secretary. The Secretary shall be the custodian of all papers, books, and records of the Corporation other than books of account and financial records. The Secretary shall prepare and enter in the minute book the minutes of all meetings of the Board of Directors. The Secretary shall authenticate records of the Corporation as necessary. The Secretary shall perform the duties usual to such position and such other duties as the Board of Directors or the Chair may prescribe.

Section 6.4. Treasurer. The Treasurer shall prepare and maintain correct and complete records of account showing accurately the financial condition of the Corporation. All notes, securities, and other assets coming into the possession of the Corporation shall be received, accounted for, and placed in safekeeping as the Treasurer may from time to time prescribe. The Treasurer shall furnish, whenever requested by the Board of Directors or the Chair, a statement of the financial condition of the Corporation and shall perform the duties usual to such position and such other duties as the Board of Directors or the Chair may prescribe.

Section 6.5. Other Officers. Each other officer of the Corporation shall perform such duties as the Board of Directors or the Chair may prescribe.

ARTICLE VII

Property

The property of the Corporation shall be held and applied in promoting the general purposes of the Corporation. No property, including real estate, belonging to the Corporation shall be conveyed or encumbered except by authority of a majority vote of the Board. Any such conveyance or encumbrance shall be executed by the President in the name of the Corporation, and such instrument shall be duly approved by the Secretary or Treasurer of the Corporation.

ARTICLE VIII

Conflicts of Interest

Section 8.1. General Policy. It is the policy of the Corporation and its Board of Directors that the Corporation's directors, officers, and employees carry out their respective duties in a fashion that avoids actual, potential, or perceived conflicts of interest. The Corporation's directors, officers, and employees shall have the continuing, affirmative duty to report any personal ownership, interest, or other relationship that might affect their ability to exercise impartial, ethical, and business-based judgments in fulfilling their responsibilities to the Corporation. This policy shall be further subject to the following principles:

- (a) Directors, officers, and employees of the Corporation shall conduct their duties

with respect to potential and actual grantees, contractors, suppliers, agencies, and other persons transacting or seeking to transact business with the Corporation in a completely impartial manner, without favor or preference based upon any consideration other than the best interests of the Corporation.

(b) Directors, officers, and employees of the Corporation shall not seek or accept for themselves or any of their relatives (including spouses, ancestors, and descendants, whether by whole or half-blood), from any person or business entity that transacts or seeks to transact business with the Corporation, any gifts, entertainment, or other favors relating to their positions with the Corporation that exceed common courtesies consistent with ethical and accepted business practices.

(c) If a director, or a director's relative, directly or indirectly owns a significant financial interest in, or is employed by, any business entity that transacts or seeks to transact business with the Corporation, the director shall disclose that interest or position and shall refrain from voting on any issue pertaining to the transaction.

(d) Officers and employees of the Corporation shall not conduct business on behalf of the Corporation with a relative or a business entity in which the officer, employee, or his or her relative owns a significant financial interest or by which such officer, employee, or relative is employed, except where such dealings have been disclosed to, and specifically approved and authorized by, the Board of Directors of the Corporation.

(e) The Board of Directors may require the Corporation's directors, officers, or employees to complete annually (or as otherwise scheduled by the Board) a disclosure statement regarding any actual or potential conflict of interest described in these Bylaws. The disclosure statement shall be in such form as may be prescribed by the Board and may include information regarding a person's participation as a director, trustee, officer, or employee of any other nonprofit organization. The Board of Directors shall be responsible for oversight of all disclosures or failures to disclose and for taking appropriate action in the case of any actual or potential conflict of interest transaction.

Section 8.2. Effect of Conflict Provisions. The failure of the Corporation, its Board of Directors, or any or all of its directors, officers, or employees to comply with the conflict of interest provisions of these Bylaws shall not invalidate, cancel, void, or make voidable any contract, relationship, action, transaction, debt, commitment, or obligation of the Corporation that otherwise is valid and enforceable under applicable law.

## ARTICLE IX

### Indemnification

Section 9.1. Indemnification by the Corporation. To the extent not inconsistent with applicable law, every person (and the heirs and personal representatives of such person) who is or was a director,

officer, employee, or agent of the Corporation shall be indemnified by the Corporation against all liability and reasonable expense that may be incurred by him or her in connection with or resulting from any claim, action, suit, or proceeding (a) if such person is wholly successful with respect thereto or (b) if not wholly successful, then if such person is determined (as provided in Section 3 of this Article IX) to have acted in good faith, in what he or she reasonably believed to be the best interests of the Corporation (or, in any case not involving the person's official capacity with the Corporation, in what he or she reasonably believed to be not opposed to the best interests of the Corporation), and, with respect to any criminal action or proceeding, is determined to have had reasonable cause to believe that his or her conduct was lawful (or no reasonable cause to believe that the conduct was unlawful). The termination of any claim, action, suit, or proceeding by judgment, settlement (whether with or without court approval), or conviction, or upon a plea of guilty or of *nolo contendere* or its equivalent, shall not create a presumption that a person did not meet the standards of conduct set forth in this Article IX.

Section 9.2. Definitions.

(a) As used in this Article IX, the phrase "claim, action, suit, or proceeding" shall include any threatened, pending, or completed claim, civil, criminal, administrative, or investigative action, suit, or proceeding and all appeals thereof (whether brought by or on behalf of the Corporation, any other corporation, or otherwise), whether formal or informal, in which a person (or his or her heirs or personal representatives) may become involved, as a party or otherwise:

(i) By reason of his or her being or having been a director, officer, employee, or agent of the Corporation or of any corporation where he or she served as such at the request of the Corporation, or

(ii) By reason of his or her acting or having acted in any capacity in a corporation, partnership, joint venture, association, trust, or other organization or entity where he or she served as such at the request of the Corporation, or

(iii) By reason of any action taken or not taken by him or her in any such capacity, whether or not he or she continues in such capacity at the time such liability or expense shall have been incurred.

(b) As used in this Article IX, the terms "liability" and "expense" shall include, but shall not be limited to, counsel fees and disbursements and amounts of judgments, fines, or penalties against, and amounts paid in settlement by or on behalf of, a person.

(c) As used in this Article IX, the term "wholly successful" shall mean

(i) termination of any action, suit, or proceeding against the person in question without any finding of liability or guilt against him or her,

(ii) approval by a court, with knowledge of the indemnity provided in this Article IX, of a settlement of any action, suit, or proceeding, or

(iii) the expiration of a reasonable period of time after the making of any claim or threat of any action, suit, or proceeding without the institution of the same, without any payment or promise made to induce a settlement.

Section 9.3. Entitlement to Indemnification. Every person claiming indemnification under this Article IX (other than one who has been wholly successful with respect to any claim, action, suit, or proceeding) shall be entitled to indemnification if (a) special independent legal counsel, which may be regular counsel of the Corporation or any other disinterested person or persons, in either case selected by the Board of Directors, whether or not a disinterested quorum exists (such counsel or person or persons being hereinafter called the “referee”), shall deliver to the Corporation a written finding that such person has met the standards of conduct set forth in Section 1 of this Article IX and (b) the Board of Directors, acting upon such written finding, so determines. The person claiming indemnification shall, if requested, appear before the referee and answer questions that the referee deems relevant and shall be given ample opportunity to present to the referee evidence upon which he or she relies for indemnification. The Corporation shall, at the request of the referee, make available facts, opinions, or other evidence in any way relevant to the referee’s findings that is within the possession or control of the Corporation.

Section 9.4. Relationship to Other Rights. The right of indemnification provided in this Article IX shall be in addition to any rights to which any person may otherwise be entitled.

Section 9.5. Extent of Indemnification. Irrespective of the provisions of this Article IX, the Board of Directors may, at any time and from time to time, approve indemnification of directors, officers, employees, agents, or other persons to the fullest extent permitted by applicable law, or, if not permitted, then to any extent not prohibited by such law, whether on account of past or future transactions.

Section 9.6. Advancement of Expenses. Expenses incurred with respect to any claim, action, suit, or proceeding may be advanced by the Corporation (by action of the Board of Directors, whether or not a disinterested quorum exists) prior to the final disposition thereof upon receipt of an undertaking by or on behalf of the recipient to repay such amount unless he or she is entitled to indemnification.

Section 9.7. Purchase of Insurance. The Board of Directors is authorized and empowered to purchase insurance covering the Corporation’s liabilities and obligations under this Article IX and insurance protecting the Corporation’s directors, officers, employees, agents, or other persons.

## ARTICLE X

### Contracts, Checks, Loans, Deposits, and Gifts

Section 10.1. Contracts. The Board of Directors may authorize one (1) or more officers, agents, or employees of the Corporation to enter into any contract or execute any instrument on its behalf. Such authorization may be general or confined to specific instances. Unless so authorized by the Board of Directors, no officer, agent, or employee shall have any power to bind the Corporation or to render it

liable for any purpose or amount.

Section 10.2. Checks. All checks, drafts, or other orders for payment of money by the Corporation shall be signed by such person or persons as the Board of Directors may from time to time designate by resolution. Such designation may be general or confined to specific instances.

Section 10.3. Loans. Unless authorized by the Board of Directors, no loan shall be made by or contracted for on behalf of the Corporation and no evidence of indebtedness shall be issued in its name. Such authorization may be general or confined to specific instances.

Section 10.4. Deposits. All funds of the Corporation shall be deposited to its credit in such bank, banks, or depositories as the Board of Directors may designate. Such designation may be general or confined to specific instances.

Section 10.5. Gifts. The Board of Directors may accept on behalf of the Corporation any gift, grant, bequest, devise, or other contribution for the purposes of the Corporation on such terms and conditions as the Board of Directors shall determine.

## ARTICLE XI

### Amendments

The power to make, alter, amend, or repeal the Bylaws is vested in the Board of Directors of the Corporation; provided, however, that any proposed substantive alteration, amendment, or repeal of these Bylaws and any amendment to the Articles of Incorporation of the Corporation must be approved in writing by the School's Sponsor prior to the Board of Directors of the Corporation taking any action thereon.

### **Certificate of Adoption**

I, the duly elected President of the Corporation, hereby certify that these Bylaws were duly adopted by the Board of Directors of the Corporation this 17 day of October, 2018.

Nansi Custer  
Nansi Custer  
Printed Name

State of Indiana  
Office of the Secretary of State

CERTIFICATE OF INCORPORATION

of

NORTHERN RUSH COUNTY SCHOOLS INC.

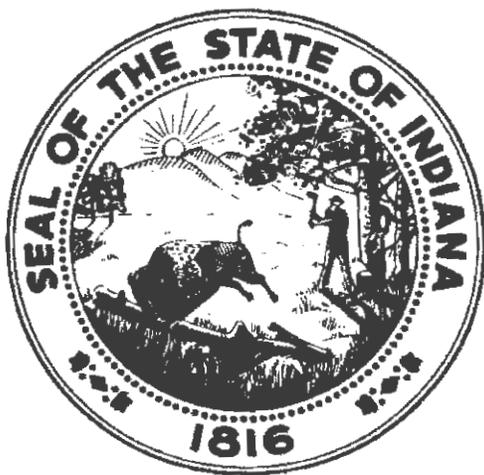
I, Connie Lawson, Secretary of State of Indiana, hereby certify that Articles of Incorporation of the above Non-Profit Domestic Corporation has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Nonprofit Corporation Act of 1991.

NOW, THEREFORE, with this document I certify that said transaction will become effective Wednesday, March 18, 2015.

In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, March 18, 2015

*Connie Lawson*

CONNIE LAWSON,  
SECRETARY OF STATE



APPROVED AND FILED  
CONNIE LAWSON  
INDIANA SECRETARY OF STATE  
3/18/2015 1:36 PM

## ARTICLES OF INCORPORATION

Formed pursuant to the provisions of the Indiana Nonprofit Corporation Act of 1991.

### ARTICLE I - NAME AND PRINCIPAL OFFICE

NORTHERN RUSH COUNTY SCHOOLS INC.

2028 E. 800 N, RUSHVILLE, IN 46173

### ARTICLE II - REGISTERED OFFICE AND AGENT

ALEXANDRA CURLIN  
8555 CEDAR PLACE DR. SUITE 112, INDIANAPOLIS, IN 46240

The Signator represents that the registered agent named in the application has consented to the appointment of registered agent.

### ARTICLE III - INCORPORATORS

ALEXANDRA M. CURLIN  
8555 CEDAR PLACE DR. SUITE 112, INDIANAPOLIS, IN 46240  
Signature: ALEXANDRA M CURLIN

### ARTICLE IV - GENERAL INFORMATION

Effective Date: 3/18/2015

Type of Corporation: Public Benefit Corporation

Does the corporation have members?: Yes

#### The purposes/nature of business

TO OPERATE A CHARTER SCHOOL

#### Distribution of assets on dissolution or final liquidation

PON THE DISSOLUTION OF THE CORPORATION, THE BOARD OF DIRECTORS SHALL, AFTER PAYING OR MAKING PROVISION FOR THE PAYMENT OF ALL OF THE LIABILITIES OF THE CORPORATION, DISPOSE OF ALL OF THE ASSETS OF THE CORPORATION, EXCLUSIVELY FOR THE PURPOSES OF THE CORPORATION IN SUCH MANNER, OR TO SUCH ORGANIZATION OR ORGANIZATIONS ORGANIZED AND OPERATED EXCLUSIVELY FOR CHARITABLE, EDUCATIONAL, RELIGIOUS OR SCIENTIFIC PURPOSES, AS SHALL AT THE TIME QUALIFY AS AN EXEMPT ORGANIZATION OR ORGANIZATIONS UNDER SECTION 501(C)(3) OF THE CODE (OR THE CORRESPONDING PROVISIONS OF ANY FUTURE UNITED STATES INTERNAL REVENUE

LAW), AS THE BOARD OF DIRECTORS SHALL DETERMINE. ANY OF SUCH ASSETS NOT SO DISPOSED OF SHALL BE DISPOSED OF BY THE COURT HAVING PROPER JURISDICTION IN THE COUNTY WHERE THE PRINCIPAL OFFICE OF THE CORPORATION IS THEN LOCATED, EXCLUSIVELY FOR SUCH PURPOSES OR TO SUCH ORGANIZATION OR ORGANIZATIONS, AS SAID COURT SHALL DETERMINE, WHICH ARE ORGANIZED AND OPERATED EXCLUSIVELY FOR SUCH PURPOSES.

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## Lauren S. Yoke

1318 Boyer St. Richmond, IN 47374 | 765-277-4191 | [luzolo17@gmail.com](mailto:luzolo17@gmail.com)

**Objective:** To obtain a principal position in the educational field for grades K-6, that will showcase my strengths and what I can bring to a strong team of teachers and staff.

*Certifications:* Indiana Professional Teaching License K-6, Emergency Administrative License, CPR/First Aid/CPI current, Suicide Prevention

### EDUCATION

Ball State University Online, Muncie, IN (2021-current)

*Internship: Lincoln Middle High School (6-12 grade), Principal, Mrs. Renee Lakes*

*Internship: Elementary School (to be completed)*

Building Level Administration License

Expected: December 2023

University of Phoenix Online, Jacksonville, FL (2010-2012)

*Student Teaching: Fort Caroline Elementary School, Kindergarten, Mrs. Mary Hardin*

Master of Arts in Education/Elementary Teacher Education

Completed: June 2012

Jacksonville University, Jacksonville, FL (2003-2007)

Bachelor of Arts in English

Completed: May 2007

### Current/EDUCATION EXPERIENCE

Principal, Northern Rush County Schools, Mays, IN (Aug 2021-current)

Mays Community Academy and Lil Tigers Preschool

- Plan and lead staff meetings
- Plan and lead biweekly PLCs
- Mentor new teachers and plan professional development
- Monitor learning logs and lesson plans
- Help with administrative duties such as grants, documentation, and charter agreements
- Lead the staff with compassion, directiveness, and management
- Purchase curriculum and other classroom needs

Teacher, Northern Rush County Schools, Mays, IN (Aug 2015-Jul 2021)

Mays Community Academy, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> grades

- Instruct daily lesson plans in all subject areas
- Facilitate small group learning to differentiate learning
- Integrate standards and objectives into all areas of content
- Collaborate with teachers, administration, and team on planning and activities
- Serve on committees as expected by the school board and administration
- Attend PLCs to discuss and go over classroom data and instruction

Teacher, Imagine Charter Schools, Indianapolis, IN (Feb- June 2016)

Imagine Ind Life Sciences Academy- West, 5<sup>th</sup> grade

- Instruct daily lesson plans in all areas
- Facilitate small group learning to differentiate learning
- Integrate standards and objectives into all areas of content

- Collaborate with teachers, coaches, and admin on planning and activities

Substitute Teacher, Local Indiana Community Schools (Sept-Dec 2015)  
 Richmond and Muncie Community Schools, IN  
 Elementary and Middle grades

- Follow lesson plans
- Improvise when there isn't a plan provided
- Teach and educate as if I were the regular classroom teacher

Teacher, St. Lucie County School District, Ft Pierce, FL (Jul 2014-Jun 2015)  
 Lakewood Park Elementary, 1<sup>st</sup> grade

- Instruct daily lessons in all areas
- Facilitate small group learning to differentiate instruction
- Integrate standards and objectives into all areas of content
- Collaborate with the first-grade team on planning and activities

Teacher, Boarding School and Day School, Richmond, IN (Feb 2013- Jun 2014)  
 New Creations Christian School, all grades (K-12<sup>th</sup>)

- Facilitate learning, by giving one-on-one help in areas of need
- Help students learn new concepts, while still keeping independent learning present
- Experience with GradPoint and Ignitia (SOS)

Kelly Educational Staffing, Duval County Schools, Jacksonville, FL (Aug-Dec 2012)  
 Public, Bolles, and KIPP, K-8

- Facilitated instruction from teacher notes
- Instructed students on new concepts, based on teacher notes and planning

AmeriCorps VISTA, Florida Campus Compact, Jacksonville, FL (2010-2012)  
 Service-Learning Center, Jacksonville University

- Planned successful community service projects for students of Jacksonville University
- Communicated with Community Partners about plans and projects
- Worked closely with students, faculty/staff, and the Service-Learning Committee

Eagles Nest Christian Academy, Panama City, FL (2007- 2008)  
 Language Arts Teacher for Grades 7-12 (Private, SpEd, Gifted)

- Prepared and administered lesson plans to students
- Communicated to parents/guardians about student performance and developed education success plans for each child
- Interacted with school administration to develop methods of teaching and learning to help publicize school

## References

- Mrs. Alicia Weatherly, NRCS Teacher, primary grades, [aliciaweatherly@mays.k12.in.us](mailto:aliciaweatherly@mays.k12.in.us), 765-645-5577, current employee
- Ms. Nansi Custer, School Board President, NRCS, [nansicuster@mays.k12.in.us](mailto:nansicuster@mays.k12.in.us), 765-645-5577, current school board president
- Mrs. Donita Davis, NRCS instructional aide & substitute, [donitadavis@mays.k12.in.us](mailto:donitadavis@mays.k12.in.us), 765-645-5577, current employee

# Attachment 7

## Accountability Performance Report

# Mays Community Academy

## 2022 Annual Performance Report

### Mays Community Academy, Lewisville 9955

Indicator	Corporation Results				State
	'18-'19	'19-'20	'20-'21	'21-'22	Total
Student Enrollment	213	218	193	152	1,120,125
Number of Certified Teachers	12	11	10	10	76,712
Teacher Salary Range - Minimum	\$32,000	\$30,000	\$32,000		
Teacher Salary Range - Maximum	\$32,500	\$32,000	\$32,000		
Number of Students in Special Education	85	87	78	62	182,581
Percent of Students in Special Education	39.9	39.9	40.4		
Number of Students in Gifted and Talented Education	1	0	1		
Percent of Students in Gifted and Talented Education	0.5	0.9	0.5		
Number of Students Receiving Free or Reduced Lunches	127	132	118	91	476,951
Percent of Students Receiving Free or Reduced Price Lunches	59.6	60.6	61.1		
Percent of Limited English Proficiency Students	0.5				
Percent of Students in Foster Care	3.29	0.5	1.0		
Intra District Mobility	0	0	0	0	0
Inter District Mobility	18.6	20.4	15.9	24.3	0
Number of Incidents of Restraint	5	26	10	0	7,179
Number of Incidents of Restraint Involving a School Resource Officer	0	1	2	0	413
Number of Incidents of Seclusion	9	13	6	0	6,658
Number of Incidents of Seclusion Involving a School Resource Officer	0	0	0	0	220

Corporation Goals for Expenditure Categories in Indiana Code 20-42.5-3-5

\*\*\* Suppressed

# Mays Community Academy

## 2022 Annual Performance Report

### Mays Community Academy, Lewisville 7231

Indicator	School Results				State
	'18-'19	'19-'20	'20-'21	'21-'22	Total
A-F Accountability Grade	A	A	N/A	N/A	
Student Enrollment	213	218	193	152	1,120,125
Number of Certified Teachers	12	11	10	10	76,712
Percentage of Students Passing IREAD	90.9	N/A	85.7	85.7	80.3
* Grade 3 Percent Passing ISTEP+/ ILEARN Math Standard	53.6	N/A	50.0	60.0	51.9
* Grade 3 Percent Passing ISTEP+/ ILEARN Language Arts Standard	28.6	N/A	40.0	26.7	40.7
* Grade 4 Percent Passing ISTEP+/ ILEARN Math Standard	23.1	N/A	***	40.0	47.5
* Grade 4 Percent Passing ISTEP+/ ILEARN Language Arts Standard	30.8	N/A	***	30.0	41.1
* Grade 4 Percent Passing ISTEP+/ ILEARN Science Standard	23.1	N/A	***	35.0	38.4
* Grade 5 Percent Passing ISTEP+/ ILEARN Math Standard	41.9	N/A	15.8	16.7	40.9
* Grade 5 Percent Passing ISTEP+/ ILEARN Language Arts Standard	48.4	N/A	36.8	0.0	41.0
* Grade 5 Percent Passing ISTEP+/ ILEARN Social Science Standard	48.4	N/A	21.1	0.0	38.4
* Grade 6 Percent Passing ISTEP+/ ILEARN Math Standard	21.7	N/A	4.8	11.8	35.6
* Grade 6 Percent Passing ISTEP+/ ILEARN Language Arts Standard	43.5	N/A	28.6	23.5	39.0
* Grade 6 Percent Passing ISTEP+/ ILEARN Science Standard	43.5	N/A	19.0	17.6	38.9
* Grade 7 Percent Passing ISTEP+/ ILEARN Math Standard	0	0	***	9.1	31.9
* Grade 7 Percent Passing ISTEP+/ ILEARN Language Arts Standard	0	0	***	63.6	42.4
* Grade 8 Percent Passing ISTEP+/ ILEARN Math Standard	0	0	***	0.0	29.8
* Grade 8 Percent Passing ISTEP+/ ILEARN Language Arts Standard	0	0	***	50.0	43.1
Pupil Enrollment to Certified Employee Ratio	15.2	19.8	19.3	15.1	16.2
Attendance Rate	95.0	93.9	90.2	90.9	92.9
Number of Students with More Than 10 Unexcused Days Absent	17	24	53	38	169,811

\* In 2014-15 Indiana transitioned to new, more rigorous college-and-career ready standards and a new statewide assessment to measure these standards. Therefore, results are not comparable to previous data.

\*\*\* Suppressed

# Mays Community Academy

## 2022 Annual Performance Report

### Mays Community Academy, Lewisville 7231

Indicator	School Results				State
	'18-'19	'19-'20	'20-'21	'21-'22	Total
Number of Students absent greater than 10% of School Year	18	28	42	41	209932
Number of Students Suspended	16	7	15	13	97,972
Number of Out of School Suspensions	16	7	15	13	70,183

\* In 2014-15 Indiana transitioned to new, more rigorous college-and-career ready standards and a new statewide assessment to measure these standards. Therefore, results are not comparable to previous data.

\*\*\* Suppressed

# Attachment \*

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Note: Identifiers have been redacted



**BALL STATE  
UNIVERSITY**

April 25, 2023

**Via Email and FedEx**

Nansi Custer, Board President  
Lauren Yoke, School Leader  
Mays Community Academy  
929 E. South Street  
Mays, IN 46155

Dear Ms. Custer and Mrs. Yoke:

On April 24, 2023 the Office of Charter Schools (“OCS”) received the enclosed complaint from [REDACTED]. The complaint alleges violations with respect to provisions set forth in the school’s charter and/or compliance with federal or state laws.

The following alleged issues have been identified and will need to be addressed by Mays Community Academy.

- 1) The school is not complying with the IEPs for either of [REDACTED].
- 2) [REDACTED] has come home with red marks and bruises on him due to the staff’s handling of him.
- 3) [REDACTED] has expressed concerns regarding the teaching qualifications of school staff.

A written response with supporting documentation is expected from the school **no later than Friday, May 5, 2023.**

While one of the overall goals of Ball State University is to honor the autonomy afforded to the charter schools and its authorizer, the University must also fulfill its accountability and oversight responsibilities delegated to charter authorizers pursuant to Ind. Code 20-24-9-3. The resolution of complaints submitted to the OCS is a component of ensuring compliance with the school’s charter and applicable laws.

Nansi Custer, Board President  
Lauren Yoke, School Leader  
Mays Community Academy  
April 25, 2023  
Page 2

Should you have any questions regarding the complaint process, please contact me at [kachandler@bsu.edu](mailto:kachandler@bsu.edu) or 317-605-1209.

Sincerely,

A handwritten signature in black ink that reads "Keith Chandler". The signature is written in a cursive, slightly slanted style.

Keith Chandler  
Organizational and Compliance Coordinator

Northern Rush County Schools  
929 E South St  
Mays, IN 46155

May 5, 2023

Keith Chandler  
Office of Charter Schools  
Teachers College TC 912  
Muncie, IN 47306

Office of Charter Schools:

For the University to fulfill its accountability and oversight responsibilities delegated to charter authorizers pursuant to Ind. Code 20-24-9-3, a written response and documentation for the following alleged issues, have been addressed by May Community Academy.

- 1) The school is not complying with the IEPs for either of [REDACTED].

The TOR, Paige Sorrell, goes above and beyond the IEP for [REDACTED]. She and her team will spend extra time working with each student on academics and social-emotional skills, such as self-coping skills and de-escalation techniques, and providing a “safe place/person” support system in and out of the classroom. Both students have access to the resource room for academic support and social-emotional support throughout the school day. Work is sent home when [REDACTED] refuses to do his work in class, most recently we have started doing this for [REDACTED] as well, since it was becoming more of a refusal for him to do at school. At [REDACTED]’s last IEP meeting on 4/11/23, his mom verbally requested school work be sent home with his sister since [REDACTED] would not bring it home. Mrs. Yoke and Mrs. Davis will verbally tell Mom [REDACTED] has work coming home or via email. Communication is available upon request.

- 2) [REDACTED] has come home with red marks and bruises on him due to the staff’s handling of him.

[REDACTED] has been restrained on April 7, 2023, and April 21, 2023. Following our seclusion and restraint policy, [REDACTED] is restrained when his safety or the safety of students or staff is a concern. Please see the attached incident reports that led to a restraint. At our last Manifestation Determination Case Conference, [REDACTED] informed the team that he had nail markings on his skin. The staff is certified in CPI holds. At any time when [REDACTED] was restrained, he was eloping out of the building and physically aggressive towards staff. MCA has video footage of the incidents which can be provided upon request, and [REDACTED] was restrained following CPI hold training.

- 3) [REDACTED] has expressed concerns regarding the teaching qualifications of school staff.

Lauren Yoke is a licensed building-level administrator and holds a Professional Educator License- LVIS License No: 10277144, 10158797

Paige Sorrell is licensed in Elementary Generalist Conversion and Mild Intervention, LVIS License No: 10165529

Rebecca Schonfeld holds an Elementary Generalist K-6, LVIS License No: 10310280

Donita Davis holds a substitute P-12 License No: 10285550

Heather England holds an Elementary Generalist K-6, LVIS License No: 10276203

Jenna Geise is licensed in Elementary Generalist K-6, LVIS License No: 10309551

Lisa Isaacs is licensed in English 5-12, LVIS License No: 1156077

Please do not hesitate to reach out with any questions or requests at [laurenyoke@mays.k12.in.us](mailto:laurenyoke@mays.k12.in.us) or 765-645-5577.

Best regards,

Lauren Yoke  
Principal, NRCS

# Attachment +

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## Exhibit D

### Statement of Assurances

The charter school agrees to comply with all of the following provisions: (*Read and check*)

1. A resolution or motion has been adopted by the charter school applicant's governing body that authorizes the submission of this application, including all understanding and assurances contained herein, directing and authorizing the applicant's designated representative to act in connection with the application and to provide such additional information as required.
2. Recipients operate (or will operate if not yet open) a charter school in compliance with all federal and state laws, including Indiana Charter Schools Law as described in all relevant sections of Indiana Code ("IC") § 20-24.
3. Recipients will, for the life of the charter, participate in all data reporting and evaluation activities as required by the Indiana Charter School Board ("ICSB") and the Indiana Department of Education. See in particular IC § 20-20-8-3 and relevant sections of IC § 20-24.
4. Recipients will comply with all relevant federal laws including, but not limited to, the *Age Discrimination in Employment Act* of 1975, Title VI of the *Civil Rights Act* of 1964, Title IX of the *Education Amendments of 1972*, section 504 of the *Rehabilitation Act* of 1973, Part B of the *Individuals with Disabilities Education Act*, and section 427 of the *General Education Provision Act*.
5. Recipients receiving federal Charter School Program Grant funds will comply with all provisions of the Non regulatory Guidance—Public Charter Schools Program of the U.S. Department of Education, which includes the use of a lottery for enrollment if the charter school is oversubscribed, as well as with applicable Indiana law. See also relevant sections of IC § 20-24.
6. Recipients shall ensure that a student's records, and, if applicable, a student's individualized education program as defined at 20 U.S.C. § 1401(14) of the *Individuals with Disabilities Education Act*, will follow the student, in accordance with applicable federal and state law.
7. Recipients will comply with all provisions of the *Elementary and Secondary Education Act of 1965*, as amended by the *Every Student Succeeds Act of 2015*, including but not limited to, provisions on school prayer, the Boy Scouts of America Equal Access Act, the Armed Forces Recruiter Access to Students and Student Recruiting Information, the Unsafe School Choice Option, the Family Educational Rights and Privacy Act and assessments.
8. Recipients will operate with the organizer serving in the capacity of fiscal agent for the charter school and in compliance with generally accepted accounting principles.

- 9. Recipients will at all times maintain all necessary and appropriate insurance coverage.
- 10. Recipients will indemnify and hold harmless the ICSB, the State of Indiana, all school corporations providing funds to the charter school (if applicable), and their officers, directors, agents and employees, and any successors and assigns from any and all liability, cause of action, or other injury or damage in any way relating to the charter school or its operation.
- 11. Recipients understand that the ICSB may revoke the charter if the ICSB deems that the recipient is not fulfilling the academic goals, fiscal management, or legal and operational responsibilities outlined in the charter.

**Signature from Authorized Representative of the Charter School Applicant**

I, the undersigned, am an authorized representative of the charter school applicant and do hereby certify that the information submitted in this application is accurate and true to the best of my knowledge and belief. In addition, I do hereby certify to the assurances contained above.

Nansi Custer  
Name

President  
Title

*Nansi Custer*  
Signature

MAY 9, 2023  
Date

# Attachment 10

Budget Workbook - Excel  
Format

[Click Here to Access Excel File](#)

# Attachment 11

## Budget Narrative

## Budget Narrative

### I. REVENUE ASSUMPTIONS

#### A. Per Pupil Funding

This funding source may also be termed "basic tuition support" in some references throughout this application. Revenue from this source includes the foundation funding amount combined with the complexity formula amount. These funding amounts are calculated using HEA 1001 (2023) as passed by the Indiana Legislature in April of 2023.

Foundation Funding    **\$6,590**

Complexity Grant        Complexity multiplier is calculated at 3420, the complexity multiplier for the 2022-2023 school year.

The complexity grant is determined by the product of \$3,983 and the "multiplier" (.3420) listed above.

$$\begin{array}{r} \$ 3,983 \\ \times .3420 \\ \hline \$1,362.19 / \text{student} \end{array}$$

	\$ 6590
	<u>+\$ 1362</u>
<b>Per Pupil Funding</b>	<b>\$7,952 / student</b>

The annual increase for Y2 is calculated using the State Budget numbers. Y3, Y4 and Y5 are calculated at an estimate of 0.03% increase per year.

#### B. Special Education Funding (State)

Since MCA enrolls a high number of students with IEP's (avg 37% over 5 years), the state special education funding is significant. The numbers on the proposed budget represent current enrollment and specific disability levels for students *who will remain* enrolled for SY 2023-2024.

Severe Disabilities	\$ 11,104	x	13 students	\$ 144,352
Mild and Moderate Disabilities	\$ 2,790	x	5 students.	\$ 69,790
Communication Disorders	\$ 525	x	100 students	<u>\$ 15750</u>
				<b>\$ 229,852</b>

#### C. Charter and Innovation Network Schools Grant

This funding source first enacted with the 2015 budget bill. For the 2023-2024 budget year, it provides \$ 1,400 per student. Our budget assumes distribution in the same manner and on the same schedule as funds were distributed to operating schools during the 2022-2023 school year.

\$ 1400

x 116  
**\$ 162.14 / student**

This distribution arrives in two installments, July and January.

#### **E. Part B IDEA**

Part B of the Individuals with Disabilities Education Act provides reimbursement for the "excess costs" of providing education to students with special needs. The federal funding formula requires states to consider multiple criteria to determine equitable distribution for all LEAs, which includes charter schools. Part B IDEA grants are submitted in late summer with access to reimbursement in October. This budget uses \$47,500, as a conservative estimate based on past awards.

Estimated annual reimbursement **\$ 47,500**

#### **F. Title I**

MCA is recognized as full school Title I program. Various intervention and support strategies are provided, including a full-time Title I teacher. The proposed budget includes revenue of, the current year's budgeted amount. This has recently included transfer of Title II and Title IV funds.

Estimated annual reimbursement **\$ \$48,373**

#### **G. Unrecognized Revenue**

Please note that all revenue on the proposed budget has already been awarded. We expect several grant announcements in June, and we will be pursuing other revenue and financial support mechanisms that have been provided by HEA 1001.

## **II. EXPENSES**

#### **A. Staffing Levels**

As stated in other areas of this application, The board intentionally over-staffed during the past two school years using ESSER funding support to provide support to close the covid-related learning losses. This staffing level reflects the plan to return to pre-pandemic staffing levels.

#### **B. Facility Costs**

The facility is owned by Northern Rush County Schools / Mays Community Academy. Extensive remodeling and renovations have taken place over the past 8 years. These were funding through CFG and other sources. We do not foresee major facility needs in the near future. MCA is working to replenish the "rainy day" fund to manage unforeseen circumstances.

#### **C. Transportation**

Transportation is provided through an independent contractor, Schwering Trucking. The operator owns five buses and employs drivers to run four routes providing door-to-door transportation to and from MCA. The school owns one bus that is used primarily for place-based learning field experiences. The annual price for this service, based on experience, will be \$160,000.

#### **D. Indiana Charters**

Indiana Charters LLC (IC) works as a vendor to provide both back-office and consultative services to MCA. IC is not involved in decision-making, except as valued consultants. The service “team” includes an eight-person team that provide knowledge and support in areas that allow the core office administration to attend to the students, staff, and the community, rather than be bogged down in many of the operational tasks of running a school. The board believes this partnership provides a depth of knowledge which small schools like MCA could not possibly build into its infrastructure with local hiring.

Indiana Charters has been involved as a vendor with MCA since its opening in 2015. The contractual relationship involves choosing from a selection of services which are detailed in the contract. In 2020, after the resignation of the original COO and business manager, MCA added business and financial services to the IC contract. The financial team has worked with the board to strategically manage funds (including ESSER and other covid-related funding) as it navigates decreasing enrollment that has hit this geographical area.

The founder and owner of Indiana Charters is Kevin Davis who served as founder and CEO of the Options Charter Schools from 2002-2012, and COO of the Indiana Public Charter Schools Association 2012-2014 before founding IC in 2014.

IC’s client list includes both full-service and partial support for charter schools in the state. These include the following:

- Mays Community Academy (pre-authorization – present)
- Seven Oaks Classical School (pre-authorization – 2020)
- Otwell Miller Academy (pre-authorization – present)
- Circle City Prep (2017-2022)
- Dynamic Minds Academy (pre-authorization – present)
- Lawrence County Independent Schools (pre-authorization – present)
- The Nature School of Central Indiana (pre-authorization – present)
- Springville Community Academy (pre-authorization – present)
- Valor Classical Academy (scheduled to open in 2023)

This support staff provides expert back-office services in a cost-efficient manner.

#### **E. Long Term Debt**

In 2022, MCA rolled a local line of credit and a sweep account into a five-year note with FCN Bank. This debt appears on lines 146 and 148 of the Budget.

#### **F. Charter School Capital**

We believe ICSB is familiar with the Charter School Capital program for advance of state receivables. MCA entered into an agreement with Charter School Capital in late 2022 for sales of receivables one month ahead of the scheduled state tuition support. MCA will have a zero balance from this financial contract as of May 2023 with discounts paid in full. The board does not anticipate using this tool to assist with cash flow for SY 2022-2023, but the board is happy to have this in place if needed.

### III. MISCELLANEOUS NOTES

#### **A. Covid Impacts and Recovery Plan**

Studies consistently show the devastating impact school lockdowns had on student achievement (Kuhfeld, Megan, *Test score patterns across three COVID-19-impacted ... – edworkingpapers* 2022). The MCA staff and board recognized the decline of student and family engagement as buildings were closed and the educational model was forced into change. As students returned to on campus instruction it became evident that time away from our educational model had taken a toll on student achievement and enthusiasm for learning. We had to rebuild.

The Indiana Department of Education was clearly aware of this issue across our state as they presented plans to effectively distribute ASP funds to help schools like ours recover.

“The distribution of ARP ESSER funds is part of the Department’s broader effort to support students and districts as they work to reengage students impacted by the pandemic, address inequities exacerbated by COVID-19, and build our education system back better than before (USDOE *U.S. Department of Education approves Indiana's plan ... 2021*).”

As a further result, enrollment decreased drastically from 193 (K-8, spring 2020) to 119 (K-8, spring 2022).

Although the decreasing enrollment, including a drop to only 13 students in grade 7 and 8, would signal a need to drastically reduce staff, the board sought to use ARP funding to focus on recovery and engagement, keeping much of the staff in place.

Long-term budget planning used ESSER II and III funds to lower student / staff ratios and maximize recovery efforts with salary and program support spread evenly through the end of the 22-23 school year. Though data is not yet available, we believe our efforts will help MCA maintain its “A” school status despite these unprecedented obstacles.

It has been part of our plan to eliminate grades 7 and 8, due to inefficiency in staffing costs, and reduce staffing to more traditional levels as we begin the 23-24 school year.

#### **B. Early Childhood Education**

**Early childhood education plays a big part in MCA’s efforts to build the community and school enrollment.** MCA has provided a Paths to Quality Level 4-rated, model preschool (Lil' Tigers), unheard of in our region of the state. Lil' Tigers Pre-School is also accredited by AdvanceEd (Cognia). The emphasis on Early Childhood education and funding related to its expansion is a key to understanding MCA’s current and future budget plans. Of course, a successful Pre-K program on the MCA site is another key building block to increased enrollment for future years. Some highlights of this intentional program development include:

- CCDF Voucher Assistance pays for most families in PRE-K and eligibility guidelines have recently been expanded.
- As a Paths to Quality Level 4 certified pre-school, all 4 year-olds are eligible for OMWPK-funded enrollment.

- Received – 2023 Renewal Certification Paths to Quality Level 4 - \$1,000 bonus as an exemplary program
- MCA has applied for a child care expansion grant from the Office of Early Childhood Learning and hopes to receive notice funding in June. Potential funding does not appear as revenue.
- MCA has applied to the FSSA for a grant to support before and after school programs.
- MCA has applied for a Healthy Meals Incentive Grant for Small Rural Schools (Pre-K – 3, early childhood nutrition)

Accounting procedures separate Pre-K revenue and expenditures; however, many source funds, including the special education 619 (pre-school) allow the sharing of resources. As these funds become available to list as revenue, the Pre-K program will help support facility, cafeteria and shared staff salaries and benefits for future expansion. Again, no projected revenue that has not awarded is included in these numbers.

### **C. Community Eligibility Provision**

MCA is a Community Eligibility Provision (CEP) school which allows all students to be served free breakfast, lunch and snacks. MCA also participates in the Fresh Fruits and Vegetables program (FFVP). This is the only CEP school in Rush County.

# Attachment 12

## Audited Financial Statements



Board of Directors  
Northern Rush County Schools, Inc.  
dba: Mays Community Academy  
Mays, Indiana

We have audited the financial statements of Northern Rush County Schools, Inc. dba: Mays Community Academy (the School) as of and for the year ended June 30, 2022, and have issued our report thereon dated March 31, 2023. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America, "Guidelines for the Audits of Charter Schools Performed by Private Examiners" issued by the Indiana State Board of Accounts, as well as certain information related to the planned scope and timing of our audit in our engagement letter dated June 13, 2022. Professional standards also require that we communicate to you the following information related to our audit.

### **Significant audit findings**

#### ***Qualitative aspects of accounting practices***

##### ***Accounting policies***

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the School are described in Note 1 to the financial statements.

No new accounting policies were adopted, and the application of existing policies was not changed during 2022.

We noted no transactions entered into by the School during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

##### ***Accounting estimates***

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management's estimate of depreciation is based on the estimated useful lives of the buildings, leasehold improvements, equipment, and furniture. We evaluated the key factors and assumptions used to develop depreciation in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the functional allocation of expenses shared between programs, management and general, and fundraising is based on a reasonable and consistent basis using factors such as direct payroll allocation, square footage, full-time equivalents within each department, and total direct expenses. We evaluated the key factors and assumptions used to develop the allocation in determining that it is reasonable in relation to the financial statements taken as a whole.

*Financial statement disclosures*

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

The financial statement disclosures are neutral, consistent, and clear.

***Difficulties encountered in performing the audit***

We encountered no significant difficulties in dealing with management in performing and completing our audit.

***Uncorrected misstatements***

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements.

***Corrected misstatements***

The attached schedule summarizes all misstatements (material and immaterial) detected by management and as a result of audit procedures that were corrected by management.

***Disagreements with management***

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. No such disagreements arose during our audit.

***Management representations***

We have requested certain representations from management that are included in the attached management representation letter.

***Management consultations with other independent accountants***

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the School's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

***Significant issues discussed with management prior to engagement***

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the School's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

### **Other information in documents containing audited financial statements**

With respect to the supplementary information accompanying the financial statements, on which we were engaged to report in relation to the financial statements as a whole, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period or the reasons for such changes, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves. We have issued our report thereon dated March 31, 2023.

### **The entity's ability to continue as a going concern**

The following conditions and events, when considered in the aggregate, raised substantial doubt about the School's ability to continue as a going concern for a reasonable time:

- The accompanying financial statements have been prepared assuming the School will continue as a going concern. For the year ended June 30, 2022, the School saw a significant decrease in enrollment, resulting in a decrease of state education support of approximately \$180,000. This required additional borrowings against the School's line of credit of approximately \$33,000. Subsequent enrollment for the fall 2022 semester saw another significant decrease to 119 enrolled students. If this trend continues, these factors could threaten the School's ability to continue as a going concern.

The School's management is aware of the negative financial results presented in the previous paragraph and has taken the following measures to improve its finances. The Board and administration of the School have been deliberate and thoughtful in determining the optimal learning environment as it navigates through learning losses during COVID-19 lockdowns. Due to the COVID-19 crisis, significant emergency funding was available to the School, which was utilized during the year ended June 30, 2022. The School has also worked with its management company to develop a budget for fiscal year 2023 that will allow the School to meet its current and upcoming obligations and strengthen its net asset position. Furthermore, the School has also worked towards a 2023-2024 budget and plan that includes eliminating the inefficient 7th and 8th grades and reducing staffing levels to align with the changes in enrollment. The School has also refinanced the outstanding debt with a financial institution through October 2027 as further described in Note 2 to the financial statements. To further assist with cash flow, subsequent to year end the School entered into an agreement with Charter School Capital to purchase certain receivables of the School.

Management's evaluation of the events and conditions and management's plans for addressing them are disclosed in Note 1 to the financial statements. Management's use of the going concern basis of accounting, when relevant, is appropriate in the preparation of the financial statements. The outcome of these uncertainties could result in the realizability of assets and the settlement of liabilities at amounts materially different than their carrying values in the financial statements which were prepared on a going concern basis.

Because management stated there is substantial doubt about the entity's ability to continue as a going concern and we concluded the disclosures are adequate, we included a separate section in our auditors' report reflecting that conclusion. The section states:

***Emphasis of a Matter Regarding Going Concern***

The accompanying financial statements have been prepared assuming that the entity will continue as a going concern. As discussed in Note 1 to the financial statements, the School has experienced significant decreases in enrollment for the previous School years, which has required the School to seek out additional borrowings resulting in current liabilities being greater than current assets. The decrease in enrollment significantly reduces revenue for operations and repayment on the additional borrowings and, accordingly, the School has stated that substantial doubt exists about the School's ability to continue as a going concern. Management's evaluation of the events and conditions and management's plans regarding these matters also are described in Note 1. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified with respect to this matter.

Our auditors' opinion, the audited financial statements, and the notes to financial statements should only be used in their entirety. Inclusion of the audited financial statements in a document you prepare, such as an annual report, should be done only with our prior approval and review of the document.

\* \* \*

This communication is intended solely for the information and use of the board of directors and management of Northern Rush County Schools, Inc. dba: Mays Community Academy, and is not intended to be, and should not be, used by anyone other than these specified parties.



**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
March 31, 2023

Client: **A172664 - Mays Community Academy**  
 Engagement: **AUD 2022 - Mays Community Academy**  
 Period Ending: **6/30/2022**  
 Trial Balance: **0901.00 - TB**  
 Workpaper: **0921.00 - Adjusting Journal Entries Report**

Account	Description	W/P Ref	Debit	Credit
<b>Adjusting Journal Entries</b>				
<b>Adjusting Journal Entries JE # 1</b>				
Entry to adjust CPS accounts affected by double posting.				
4990	4990 → Other Federal Revenue	1300.10 (P&G)	9,573.00	
10038	Grant Receivable			9,573.00
<b>Total</b>			<u><u>9,573.00</u></u>	<u><u>9,573.00</u></u>
<b>Adjusting Journal Entries JE # 3</b>				
To record school nutrition program accounts receivable for April 2022 and May 2022 claims paid after year end June 30, 2022.				
10038	Grant Receivable	4100.20	29,367.00	
4291	4291 → School Lunch Reimbursement			21,895.00
4292	4292 → School Breakfast Reimbursement			7,492.00
<b>Total</b>			<u><u>29,367.00</u></u>	<u><u>29,387.00</u></u>
<b>Total Adjusting Journal Entries</b>			<u><u>38,960.00</u></u>	<u><u>38,960.00</u></u>
<b>Total All Journal Entries</b>			<u><u>38,960.00</u></u>	<u><u>38,960.00</u></u>

March 31, 2023

CliftonLarsonAllen LLP  
9365 Counselors Row, Suite 200  
Indianapolis, IN 46240

This representation letter is provided in connection with your audit of the financial statements of Northern Rush County Schools, Inc. d/b/a Mays Community Academy, which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities and change in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements, for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to misstatements that are material. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

We confirm, to the best of our knowledge and belief, as of March 31, 2023, the following representations made to you during your audits of the financial statements.

**Financial Statements**

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement agreement dated June 13, 2022, for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
2. We acknowledge and have fulfilled our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control over the receipt and recording of contributions.
5. We have identified all accounting estimates that could be material to the financial statements, including the key factors and significant assumptions used in making those estimates, and we believe the estimates and the significant assumptions used in making those accounting estimates are reasonable.
6. Significant estimates have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP. Significant estimates are estimates at the financial statement date that could change materially within the next year.

March 31, 2021  
Canton Area Alliance LLP  
Page 7

7. Related party relationships and transactions, have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
8. All events occurring subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
9. We have not identified or been notified of any uncorrected financial statement misstatements.
10. You have proposed adjusting journal entries that have been posted to the entity's accounts. We have reviewed and approved those adjusting journal entries and understand the nature of the changes and their impact on the financial statements. We are in agreement with those adjustments and accept responsibility for them.
11. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
12. Material concentrations have been properly disclosed in accordance with U.S. GAAP. Concentrations refer to individual or group concentrations of contributors, grantors, clients, customers, suppliers, lenders, products, services, fund-raising events, sources of labor or materials, licenses or other rights, or operating areas or markets for which events could occur that would significantly disrupt normal finances within the next year.
13. Receivables recorded in the financial statements represent valid claims against debtors for sales or other charges arising on or before the financial statement date and have been reduced to their estimated net realizable value.
14. Arrangements with financial institutions involving compensating balances or other arrangements involving restrictions on cash balances, lines of credit, or similar arrangements have been properly disclosed.
15. We have no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or net asset balances.
16. Regarding the entity's ability to continue as a going concern for a reasonable period of time:
  - o Our plans to focus on enrollment, development of a budget to meet obligations, subsequent refinancing of the line of credit balance, and subsequent agreement with a third party for sale of receivables are intended to mitigate the adverse effects of conditions or events that indicate there is substantial doubt about the entity's ability to continue as a going concern for a reasonable period of time.
  - o We believe the likelihood those plans can be effectively implemented is probable.

March 31, 2023  
CliftonLarsonAllen LLP  
Page 3

- Note 1 to the financial statements discloses all of the matters of which we are aware that are relevant to the entity's ability to continue as a going concern for a reasonable period of time, including principal conditions and events and management's plans.
17. We have reviewed long-lived assets and certain identifiable intangibles to be held and used for impairment whenever events or changes in circumstances have indicated that the carrying amount of assets might not be recoverable and, when necessary, have appropriately recorded the adjustment.
  18. The Internal Revenue Service has examined the entity's federal income tax returns through 2018. However, the entity's federal income tax returns for 2019, 2020, and 2021 are subject to examination by the IRS, generally for three years after they were filed.
  19. Designations of net assets, or reclassifications of net assets, have been properly authorized, approved, and reflected in the financial statements.
  20. The cost allocation methods used to allocate the entity's expenses to the appropriate functional classification as program services, management and general, and fundraising are properly supported by the entity's books and records. The cost allocation methods used are rational, systematic, and consistently applied. The bases used for allocation of functional expenses are reasonable.

**Information Provided**

1. We have provided you with:
  - a. Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements such as records (including information obtained from within and outside of the general and subsidiary ledgers), documentation, and other matters.
  - b. Additional information that you have requested from us for the purpose of the audit.
  - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
  - d. Complete minutes of the meetings of the governing board and related committees, or summaries of actions of recent meetings for which minutes have not yet been prepared.
2. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
3. All material transactions have been recorded in the accounting records and are reflected in the financial statements.
4. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
5. We have no knowledge of any fraud or suspected fraud that affects the entity and involves:

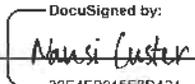
March 31, 2023  
CliftonLarsonAllen LLP  
Page 4

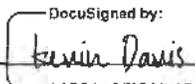
- a. Management;
  - b. Employees who have significant roles in internal control; or
  - c. Others when the fraud could have a material effect on the financial statements.
6. We have no knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, grantors, regulators, or others.
  7. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations and provisions of contracts and grant agreements, or waste or abuse whose effects should be considered when preparing financial statements.
  8. We are not aware of any pending or threatened litigation, claims, or assessments, or unasserted claims or assessments, that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
  9. There are no other material liabilities or gain or loss contingencies that are required to be accrued or disclosed in accordance with U.S. GAAP.
  10. We have disclosed to you the identity of all the entity's related parties and all the related-party relationships and transactions of which we are aware, including any side agreements.
  11. The entity has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets, nor has any asset been pledged as collateral, except as made known to you and disclosed in the financial statements.
  12. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements, including compliance provisions of the *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools* issued by the Indiana State Board of Accounts, applicable to Mays Community Academy; and we have identified and disclosed to you all laws, regulations, and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives.
  13. We have complied with all restrictions on resources (including donor restrictions) and all aspects of contractual and grant agreements that would have a material effect on the financial statements in the event of noncompliance. This includes complying with donor requirements to maintain a specific asset composition necessary to satisfy their restrictions.
  14. Northern Rush County Schools, Inc. d/b/a Mays Community Academy is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the entity's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
  15. We are responsible for determining whether we have received, expended, or otherwise been the beneficiary of any federal awards during the period of this audit. No federal award, received directly from

March 31, 2023  
CliftonLarsonAllen LLP  
Page 5

federal agencies or indirectly as a subrecipient, was expended in an amount that cumulatively totals from all sources \$750,000 or more. For this representation, "award" means financial assistance and federal cost-reimbursement contracts that non-federal entities receive directly from federal awarding agencies or indirectly from pass-through entities. It does not include procurement contracts, user grants, or contracts used to buy goods or services from vendors.

16. We acknowledge our responsibility for presenting the statement of financial position and statement of activity and changes in net assets (the supplementary information) in accordance with U.S. GAAP, and we believe the supplementary information, including its form and content, is fairly presented in accordance with U.S. GAAP. The methods of measurement and presentation of the supplementary information have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information. If the supplementary information is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the supplementary information no later than the date we issue the supplementary information and the auditors' report thereon.
17. We understand that you prepared the trial balance for use during the audit and that your preparation of the trial balance was limited to formatting information into a working trial balance based on management's chart of accounts.
18. As part of your audit, you prepared the draft financial statements, related notes, and supplementary information. We have designated an individual who possesses suitable skill, knowledge, and/or experience to understand and oversee your services; have made all management judgments and decisions; and have assumed all management responsibilities. We have evaluated the adequacy and results of the service. We have reviewed, approved, and accepted responsibility for those financial statements, related notes, and supplementary information. We have also ensured that the entity's data and records are complete and received sufficient information to oversee the service.
19. We understand that as part of your audit, you prepared the adjusting journal entries necessary and acknowledge that we have reviewed and approved those entries and accepted responsibility for them. We have also ensured that the entity's data and records are complete and received sufficient information to oversee the service.
20. We have a process to track the status of audit findings and recommendations.
21. We have provided our views on reported findings, conclusions, and recommendations, as well as our planned corrective actions, for the report.

Signature:  DocuSigned by: Nansi Custer Title: President  
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Signature:  DocuSigned by: Kevin Davis Title: Business Consultant  
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**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY**

**FINANCIAL STATEMENTS AND  
SUPPLEMENTARY INFORMATION**

**YEARS ENDED JUNE 30, 2022 AND 2021**



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119

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
TABLE OF CONTENTS  
YEARS ENDED JUNE 30, 2022 AND 2021**

<b>INDEPENDENT AUDITORS' REPORT</b>	<b>1</b>
<b>FINANCIAL STATEMENTS</b>	
<b>STATEMENTS OF FINANCIAL POSITION</b>	<b>4</b>
<b>STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS</b>	<b>5</b>
<b>STATEMENTS OF FUNCTIONAL EXPENSES</b>	<b>6</b>
<b>STATEMENTS OF CASH FLOWS</b>	<b>7</b>
<b>NOTES TO FINANCIAL STATEMENTS</b>	<b>8</b>
<b>OTHER REPORT</b>	<b>15</b>
<b>SUPPLEMENTARY INFORMATION</b>	
<b>STATEMENT OF FINANCIAL POSITION</b>	<b>16</b>
<b>STATEMENT OF ACTIVITIES</b>	<b>17</b>



## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Northern Rush County Schools, Incorporated  
dba: Mays Community Academy  
Mays, Indiana

### **Report on the Audit Of the Financial Statements**

#### ***Opinion***

We have audited the accompanying financial statements of Northern Rush County Schools, Incorporated dba: Mays Community Academy, which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities and change in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northern Rush County Schools, Incorporated dba: Mays Community Academy as of June 30, 2022 and 2021, and the changes in its net assets, functional expenses, and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Northern Rush County Schools, Incorporated dba: Mays Community Academy and to meet our ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### ***Emphasis of a Matter Regarding Going Concern***

The accompanying financial statements have been prepared assuming that the entity will continue as a going concern. As discussed in Note 1 to the financial statements, the School has experienced significant decreases in enrollment for the previous School years, which has required the School to seek out additional borrowings resulting in current liabilities being greater than current assets. The decrease in enrollment significantly reduces revenue for operations and repayment on the additional borrowings and, accordingly, the School has stated that substantial doubt exists about the School's ability to continue as a going concern. Management's evaluation of the events and conditions and management's plans regarding these matters also are described in Note 1. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified with respect to this matter.

***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Northern Rush County Schools, Incorporated dba: Mays Community Academy's ability to continue as a going concern for one year after the date the financial statements are available to be issued.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with the GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in aggregate, they would influence the judgement made by reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Northern Rush County Schools, Incorporated dba: Mays Community Academy's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about Northern Rush County Schools, Incorporated dba: Mays Community Academy's ability to continue as a going concern for a reasonable period of time.

Board of Directors  
Northern Rush County Schools, Incorporated  
dba: Mays Community Academy

**Report on Supplementary Information**

The supplementary information is presented for the purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
March 31, 2023

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF FINANCIAL POSITION**  
**JUNE 30, 2022 AND 2021**

<b>ASSETS</b>	<u>2022</u>	<u>2021</u>
<b>CURRENT ASSETS</b>		
Cash	\$ 147,034	\$ 46,413
Grants Receivable	242,742	130,046
Total Current Assets	<u>389,776</u>	<u>176,459</u>
<b>PROPERTY AND EQUIPMENT</b>		
Land	88,400	88,400
Buildings and Improvements	783,331	621,588
Furniture and Equipment	296,829	279,804
Software and Textbooks	90,082	90,082
Vehicles	5,000	5,000
Less: Accumulated Depreciation	<u>(405,192)</u>	<u>(349,013)</u>
Property and Equipment, Net	858,450	735,861
<b>OTHER ASSETS</b>		
Security Deposit	<u>3,900</u>	<u>3,900</u>
Total Assets	<u><u>\$ 1,252,126</u></u>	<u><u>\$ 916,220</u></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Lines of Credit	\$ -	\$ 386,653
Current Portion of Notes Payable	210,565	78,082
Accounts Payable and Accrued Expenses	<u>136,402</u>	<u>120,716</u>
Total Current Liabilities	346,967	585,451
<b>LONG-TERM LIABILITIES</b>		
Notes Payable, Net of Current Portion	<u>467,810</u>	<u>266,464</u>
Total Liabilities	814,777	851,915
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
Total Liabilities and Net Assets	<u><u>\$ 1,252,126</u></u>	<u><u>\$ 916,220</u></u>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS**  
**YEARS ENDED JUNE 30, 2022 AND 2021**

	<u>2022</u>	<u>2021</u>
<b>REVENUE AND SUPPORT</b>		
State Education Support	\$ 1,342,220	\$ 1,522,803
Grant Revenue	1,443,909	842,436
Student Fees	73,123	63,209
Contributions	2,087	7,336
Fundraising and Other Income	91,626	61,124
Gain on Extinguishment of Payroll Protection Program Loan	-	243,954
Total Revenue and Support	<u>2,952,965</u>	<u>2,740,862</u>
<b>EXPENSES</b>		
Program Services	1,944,476	2,001,569
Management and General	635,445	686,403
Total Expenses	<u>2,579,921</u>	<u>2,687,972</u>
<b>CHANGE IN NET ASSETS</b>	373,044	52,890
Net Assets - Beginning of Year	<u>64,305</u>	<u>11,415</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 437,349</u>	<u>\$ 64,305</u>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF FUNCTIONAL EXPENSES**  
**YEARS ENDED JUNE 30, 2022 AND 2021**

	2022			2021		
	Program Services	Management and General	Total	Program Services	Management and General	Total
Salaries and Wages	\$ 942,578	\$ 290,833	\$ 1,233,411	\$ 939,494	\$ 305,275	\$ 1,244,769
Employee Benefits	268,056	104,205	372,261	284,327	90,739	375,066
Staff Development	8,011	-	8,011	5,544	-	5,544
Professional Services	220,129	144,319	364,448	86,943	185,085	272,028
Repairs and Maintenance	-	15,545	15,545	-	13,711	13,711
Authorizer Oversight Fees	-	35,608	35,608	-	39,850	39,850
Food Costs	68,164	-	68,164	68,637	-	68,637
Transportation	186,946	466	189,412	207,397	1,281	208,678
Information Technology	46,178	-	46,178	79,474	-	79,474
Advertising	-	3,446	3,448	-	370	370
Classroom, Kitchen, and Office Supplies	87,376	4,763	92,139	208,288	12,519	220,805
Occupancy	55,260	-	55,260	53,133	-	53,133
Depreciation	56,179	-	56,179	58,328	-	58,328
Interest	-	26,321	26,321	-	25,507	25,507
Insurance	2,500	-	2,500	2,500	-	2,500
Other	1,099	9,937	11,036	7,506	12,066	19,572
<b>Total Functional Expenses</b>	<b>\$ 1,944,476</b>	<b>\$ 635,445</b>	<b>\$ 2,579,921</b>	<b>\$ 2,001,569</b>	<b>\$ 686,403</b>	<b>\$ 2,687,972</b>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF CASH FLOWS**  
**YEARS ENDED JUNE 30, 2022 AND 2021**

	2022	2021
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in Net Assets	\$ 373,044	\$ 52,890
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation	56,179	58,328
Gain on Extinguishment of Payroll Protection Program Loan	-	(243,954)
Changes in Operating Assets and Liabilities:		
Grants Receivable	(112,696)	(18,721)
Accounts Payable and Accrued Expenses	15,686	(244)
Net Cash Provided (Used) by Operating Activities	332,213	(151,701)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of Property and Equipment	(178,768)	(15,713)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from Lines of Credit, Net	23,346	229,349
Repayment of Notes Payable	(76,170)	(74,033)
Net Cash Provided (Used) by Financing Activities	(52,824)	155,316
<b>NET CHANGE IN CASH</b>	100,821	(12,098)
Cash - Beginning of Year	46,413	58,511
<b>CASH - END OF YEAR</b>	\$ 147,034	\$ 46,413
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
Cash Paid for Interest	\$ 26,321	\$ 25,507
Refinance of Line of Credit to Note Payable	\$ 409,999	\$ -

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**General**

Northern Rush County Schools, Incorporated dba: Mays Community Academy (the School) is a public benefit nonprofit organization incorporated under the laws of the state of Indiana. The School is sponsored by Ball State University and operates a public charter school established under Indiana Code 20-24. The School served approximately 150 and 184 students during the years ended June 30, 2022 and 2021, respectively, in grades kindergarten through eight.

**Accounting Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

**Revenue Recognition**

Revenues primarily come from resources provided under the Indiana Charter Schools Act. Under the Act, the School receives an amount per student in relation to the funding received by other public schools in the same geographic area. Funding from the state of Indiana is based on enrollment and paid in monthly installments in July through June coinciding with the academic School year. Revenue is recognized in the year in which the educational services are rendered.

A portion of the School's revenue is the product of cost reimbursement grants. Therefore, the School recognizes revenue under these grants in the amounts of costs and expenses at the time they are incurred. Amounts received prior to incurring qualifying expenditures are reported as deferred revenues in the statement of financial position. As of June 30, 2022 and 2021, the School does not have any conditional grants that have not been recognized as revenue in the statement of activities because conditions have not been met.

Revenue from student fees, fundraising, and other income is recognized when the control of the promised good or service is transferred to the student, in an amount that reflects the consideration expected to be entitled in exchange for those goods or services. Amounts received prior to the service is performed is reported as deferred revenue in the statement of financial position. As of June 30, 2022 and 2021, the School did not have any such deferred revenue.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Contributions and Grants**

The School receives income from contributions and grants that support certain school activities. Such revenue received and unconditional promises to give are measured at their fair value and are reported as an increase in net assets. The School reports gifts of cash and other assets and grants as restricted support if they are received with donor stipulations that limit the use of the donated assets, or if they are designated as support for future periods. When a donor restriction expires, that is, when a stipulated time restriction ends or purposes restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities and change in net assets as net assets released from restriction. The School did not have any net assets with donor restrictions as of June 30, 2022 and 2021.

**Cash and Cash Equivalents**

Cash consists of cash held in bank accounts and cash equivalents consists of short-term, highly liquid investments with original maturities of three months or less. There were no cash equivalents at June 30, 2022 and 2021.

**Grants Receivable**

Grants receivable relate primarily to activities funded under federal programs. The School believes that it is operating in compliance with regulatory requirements and as such no allowance for doubtful accounts is deemed necessary.

**Taxes on Income**

Northern Rush County Schools, Incorporated has received a determination from the U.S. Internal Revenue Service stating that it qualifies under the provisions of Section 501(c)(3) of the Internal Revenue Code as a tax-exempt organization; however, the School would be subject to tax on income unrelated to its tax-exempt purpose. For the years ended June 30, 2022 and 2021, no accounting for federal and state income taxes was required to be included in the accompanying financial statements.

Professional accounting standards require the School to recognize a tax liability only if it is more likely than not the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized is the largest amount of tax liability that is greater than 50% likely of being realized on examination. For tax positions not meeting the more-likely-than-not test, no tax liability is recorded. The School has examined this issue and has determined that there are no material contingent tax liabilities or questionable tax positions. Tax years ending after 2017 are open to audit for both federal and state purposes.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Property and Equipment**

Purchases of assets and expenditures that materially increase value or extend useful lives are capitalized and are included in the accounts at cost. Routine maintenance and repairs, minor replacement costs, and equipment purchases with a unit cost of less than \$500 are charged to expense as incurred.

Depreciation is provided over the estimated useful lives of the respective assets using the straight-line method. The estimated useful lives generally are as follows:

Buildings and Improvements	7 to 40 Years
Furniture and Equipment	5 to 10 Years
Software and Textbooks	3 to 5 Years
Vehicles	10 Years

**Impairment of Long-Lived Assets**

On an ongoing basis, the School reviews its long-lived assets for impairment whenever events or circumstances indicate that the carrying amount may be overstated. The School recognizes impairment losses if the undiscounted cash flows expected to be generated are less than the carrying value of the related asset. If impaired, the assets are adjusted to fair value based on the undiscounted cash flows.

**Going Concern Considerations**

The accompanying financial statements have been prepared assuming the School will continue as a going concern. For the year ended June 30, 2022, the School saw a significant decrease in enrollment, resulting in a decrease of state education support of approximately \$180,000. This required additional borrowings against the School's line of credit of approximately \$33,000. Subsequent enrollment for the fall 2022 semester saw another significant decrease to 119 enrolled students. If this trend continues, these factors could threaten the School's ability to continue as a going concern.

The School's management is aware of the negative financial results presented in the previous paragraph and has taken the following measures to improve its finances. The Board and administration of the School have been deliberate and thoughtful in determining the optimal learning environment as it navigates through learning losses during COVID-19 lockdowns. Due to the COVID-19 crisis, significant emergency funding was available to the School, which was utilized during the year ended June 30, 2022. The School has also worked with its management company to develop a budget for fiscal year 2023 that will allow the School to meet its current and upcoming obligations and strengthen its net asset position. Furthermore, the School has also worked towards a 2023-2024 budget and plan that includes eliminating the inefficient 7th and 8th grades and reducing staffing levels to align with the changes in enrollment. The School has also refinanced the outstanding debt with a financial institution through October 2027 as further described in Note 2 to the financial statements. To further assist with cash flow, subsequent to year end the School entered into an agreement with Charter School Capital to purchase certain receivables of the School.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Subsequent Events**

The School evaluated subsequent events through March 31, 2023, the date these financial statements were available to be issued. Events occurring through that date have been evaluated to determine whether a change in the financial statements or related disclosures would be required.

**NOTE 2 NOTES PAYABLE**

Notes payable were comprised of the following at June 30:

<u>Description</u>	<u>2022</u>	<u>2021</u>
Note payable to FCN Bank with monthly installments of \$3,298 including interest at 6.25% annum, maturing in July 2024. In October 2022, this was refinanced into the note below.	\$ -	\$ 110,796
Note payable (resulting from refinance of previous loan and lines of credit in October 2022) to FCN Bank with monthly installments of \$7,057 including interest at 6.5% annum, maturing in October 2027.	487,125	-
Note payable to Indiana State Board of Education, payable \$21,250 semi-annually (January 1 and July 1) plus interest at 1.00% per annum, maturing in July 2026.	<u>191,250</u>	<u>233,750</u>
Total	678,375	344,546
Less: Current Portion	<u>(210,565)</u>	<u>(78,082)</u>
Long-Term Portion	<u>\$ 467,810</u>	<u>\$ 266,464</u>

Principal maturities of notes payable are as follows for the years ending June 30:

<u>Year Ending June 30,</u>	<u>Amount</u>
2023	\$ 210,565
2024	108,382
2025	112,795
2026	138,752
2027	80,025
Thereafter	<u>27,856</u>
Total	<u>\$ 678,375</u>

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 3 DEBT EXTINGUISHMENT**

On April 15, 2020, the School received proceeds in the amount of \$243,954 to fund payroll, rent, and utilities through the Paycheck Protection Program (the PPP Loan). The PPP Loan was formally forgiven by the U.S. Small Business Administration (SBA) on April 5, 2021. Accordingly, the School recognized a gain on the extinguishment of debt of \$243,954 during the year ended June 30, 2021. This amount is included in the accompanying statement of activities.

The SBA may review funding eligibility and usage of funds in compliance with the program based on dollar thresholds and other factors. The amount of liability, if any, from potential noncompliance cannot be determined with certainty; however, management is of the opinion that any review will not have a material adverse impact on the School's financial position.

**NOTE 4 LINES OF CREDIT**

During the year ended June 30, 2019, the School entered into two line of credit arrangements with FCN Bank. The first line of credit has a \$300,000 borrowing capacity and incurred interest at 6.5% per annum, maturing October 2019. This was extended to October 2022 with an interest rate of 5%. The second line of credit has a \$120,000 borrowing capacity and incurred interest at 6.5% per annum, maturing August 2019. This was extended to October 2022 with an interest rate of 4.5%. The balance of the lines of credit as of June 30, 2021 was \$386,653, respectively. Subsequent to year-end, the two lines of credit were refinanced with the outstanding note payable into one note payable as noted in Note 2.

**NOTE 5 RETIREMENT PLANS**

The School provides retirement benefits covering substantially all full-time employees. Retirement benefits are provided by the Indiana State Teachers' Retirement Fund (TRF) and the Indiana Public Employees' Retirement Fund (PERF), both of which are cost-sharing multiple-employer defined benefit retirement plans governed by the state of Indiana and administered by the Indiana Public Retirement System (INPRS) Board.

Contribution requirements of plan members are determined annually by the INPRS Board. For the years ended June 30, 2022 and 2021, the School contributed 5.5% of compensation for eligible teaching personnel to TRF and 11.2% for other employees to PERF. Should the School elect to withdraw from TRF or PERF, it could be subject to a withdrawal fee. The School's contributions represent an insignificant percentage of the total contributions received by TRF and PERF. As of June 30, 2021 (the latest year reported), TRF and PERF were approximately 95% and 83% funded, respectively. The School's total retirement expense was \$52,348 and \$43,396 for the years ended June 30, 2022 and 2021, respectively.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 6 COMMITMENTS**

The School operates under a charter granted by Ball State University. As the sponsoring organization, Ball State University exercises certain oversight responsibilities. Under this charter, the School has agreed to pay to Ball State University an annual administrative fee equal to 3% of state tuition support. Payments under this charter agreement were \$35,608 and \$39,850 for the years ended June 30, 2022 and 2021, respectively. The charter remains in effect until June 30, 2023 and is renewable thereafter by mutual consent. Subsequent to year-end, the School withdrew the charter renewal application with Ball State University thus the current charter will end June 30, 2023 unless the School applies for charter authorization from a different authorizer.

The School contracted with Indiana Charters LLC, a for-profit organization incorporated in the state of Indiana, to perform data management, financial, administrative, and general operational support services. Expenses under this contract were \$106,332 and \$81,825 for the years ended June 30, 2022 and 2021, respectively.

**NOTE 7 RISKS AND UNCERTAINTIES**

The School provides educational instruction services to families residing in Rush and surrounding counties in Indiana and is subject to the risks of economic and competitive forces at work within this geographic area.

The majority of revenues relate to legislation enacted by the state of Indiana and grants awarded under federal programs. Any changes in state or federal legislation could significantly impact the School. Additionally, the School is subject to monitoring and audit by state and federal agencies. Those examinations may result in additional liability to be imposed on the School.

Financial instruments that potentially subject the School to concentrations of credit risk consist principally of receivables from the state of Indiana. At June 30, 2021, substantially all of the receivable balance was due from the state of Indiana. In addition, bank deposits are maintained primarily at FCN Bank, and are insured up to the Federal Deposit Insurance Corporation (FDIC) limit.

During the year ended June 30, 2020, the World Health Organization declared the spread of Coronavirus Disease (COVID-19) a worldwide pandemic. The COVID-19 pandemic is having significant effects on global markets, supply chains, businesses, and communities. Specific to the School, COVID-19 has impacted various parts of its operations and financial results, including an increase in nutrition and other grant funding. Management believes the School is taking appropriate actions to mitigate the negative impact. However, the full impact of COVID-19 is unknown and cannot be reasonably estimated as these events are ongoing and are still developing.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 8 LIQUIDITY**

Under ASU 2016-14, the School is required to disclose the assets it has available at June 30, 2022 and 2021 to meet its cash needs for general expenditures within one year of the date of the statement of financial position. Financial assets for the School include cash and grants receivable which total \$386,180 and \$176,459 in 2022 and 2021, respectively.

From time to time, the School receives donor-restricted contributions. Because donor restrictions require resources to be used in a particular manner or in a future period, the School must maintain sufficient resources to meet those responsibilities to its donors. Thus, financial assets may not be available for general expenditure within one year. As part of the School's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. In addition, the School has a \$10,001 and \$33,347 line of credit available as of June 30, 2022 and 2021, respectively.

**NOTE 9 FUNCTIONAL EXPENSE REPORTING**

The costs of providing the educational activities have been summarized on a functional basis in the statements of activities and change in net assets. Management of the School has categorized expenses as program services or management and general according to the underlying nature of the expense. As such, no allocation of specific transactions between these categories is required.

**NOTE 10 RELATED PARTY TRANSACTIONS**

The School contracts with a transportation company that is owned by the husband of the Board Treasurer. The School uses the transportation company for busing services and also employs two relatives of the Board Treasurer. Expenses under this relationship during the years ended June 30, 2022 and 2021 were \$186,244 and \$192,592, respectively, for transportation and \$-0- and \$10,769, respectively, for labor.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
OTHER REPORT  
YEAR ENDED JUNE 30, 2022**

The reports presented herein were prepared in addition to another official report prepared for the School as listed below:

Supplemental Audit Report of Northern Rush County Schools, Incorporated  
dba: Mays Community Academy

The Supplemental Audit Report contains the results of compliance testing required by the Indiana State Board of Accounts under its *Guidelines for the Audits of Charter Schools Performed by Private Examiners* pertaining to matters addressed in its *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools*.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENT OF FINANCIAL POSITION**  
**JUNE 30, 2022**  
**(SEE INDEPENDENT AUDITORS' REPORT)**

	Mays Community Academy	Mays Community Academy Pre-K	Eliminations	Total
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash	\$ (39,133)	\$ 186,167	\$ -	\$ 147,034
Grants Receivable	242,742	-	-	242,742
Total Current Assets	203,609	186,167	-	389,776
<b>PROPERTY AND EQUIPMENT</b>				
Land	88,400	-	-	88,400
Buildings and Improvements	783,331	-	-	783,331
Furniture and Equipment	296,829	-	-	296,829
Software and Textbooks	90,082	-	-	90,082
Vehicles	5,000	-	-	5,000
Less: Accumulated Depreciation	(405,192)	-	-	(405,192)
Property and Equipment, Net	858,450	-	-	858,450
<b>OTHER ASSETS</b>				
Security Deposit	3,900	-	-	3,900
Total Assets	\$ 1,065,959	\$ 186,167	\$ -	\$ 1,252,126
<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>				
Lines of Credit	\$ -	\$ -	\$ -	\$ -
Current Portion of Notes Payable	210,565	-	-	210,565
Accounts Payable and Accrued Expenses	118,280	18,122	-	136,402
Total Current Liabilities	328,845	18,122	-	346,967
<b>LONG-TERM LIABILITIES</b>				
Notes Payable, Net of Current Portion	467,810	-	-	467,810
Total Liabilities	796,655	18,122	-	814,777
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>				
Undesignated	269,304	168,045	-	437,349
Total Liabilities and Net Assets	\$ 1,065,959	\$ 186,167	\$ -	\$ 1,252,126

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENT OF ACTIVITIES**  
**YEAR ENDED JUNE 30, 2022**  
**(SEE INDEPENDENT AUDITORS' REPORT)**

	Mays Community Academy	Mays Community Academy Pre-K	Total
<b>REVENUE AND SUPPORT</b>			
State Education Support	\$ 1,342,220	\$ -	\$ 1,342,220
Grant Revenue	1,257,742	186,167	1,443,909
Student Fees	12,910	60,213	73,123
Contributions	2,087	-	2,087
Fundraising and Other Income	91,626	-	91,626
Total Revenue and Support	<u>2,706,585</u>	<u>246,380</u>	<u>2,952,965</u>
<b>EXPENSES</b>			
Program Services	1,883,133	61,343	1,944,476
Management and General	635,445	-	635,445
Total Expenses	<u>2,518,578</u>	<u>61,343</u>	<u>2,579,921</u>
<b>CHANGE IN NET ASSETS</b>	188,007	185,037	373,044
Net Assets - Beginning of Year	<u>81,297</u>	<u>(16,992)</u>	<u>64,305</u>
<b>NET ASSETS (DEFICIT) - END OF YEAR</b>	<u>\$ 269,304</u>	<u>\$ 168,045</u>	<u>\$ 437,349</u>

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA**

**SUPPLEMENTAL AUDIT REPORT**

**JULY 1, 2021 TO JUNE 30, 2022**



CPAs | CONSULTANTS | WEALTH ADVISORS

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**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
TABLE OF CONTENTS  
JULY 1, 2021 TO JUNE 30, 2022**

<b>SCHOOL OFFICIALS</b>	<b>1</b>
<b>INDEPENDENT AUDITORS' REPORT</b>	<b>2</b>
<b>AUDIT RESULTS AND COMMENTS</b>	<b>3</b>
<b>EXIT CONFERENCE</b>	<b>4</b>
<b>OFFICIAL RESPONSE</b>	<b>5</b>

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
SCHOOL OFFICIALS  
JULY 1, 2021 TO JUNE 30, 2022**

<u>Office</u>	<u>Official</u>	<u>Term</u>
Board President	Nansi Custer	07/01/2021 – 06/30/2022
Board Treasurer	Marcia Schwering	07/01/2021 – 06/30/2022
Principal	Lauren Yoke	09/15/2021 – 06/30/2022



## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Northern Rush County Schools, Inc.  
dba: Mays Community Academy  
Mays, Indiana

We have audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of Northern Rush County Schools, Inc. dba: Mays Community Academy, as of and for the year ended June 30, 2022, and have issued our report thereon dated March 31, 2023. As part of our audit, we tested the School's compliance with provisions of the *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools* issued by the Indiana State Board of Accounts and related provisions of laws, regulations, contracts and grant agreements. Reported in the Audit Results and Comments are matters where we believe the School was not in compliance with those provisions.

*CliftonLarsonAllen LLP*

**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
March 31, 2023

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
AUDIT RESULTS AND COMMENTS  
JULY 1, 2021 TO JUNE 30, 2022**

**PAYROLL TESTING**

For the year ended June 30, 2022, during our testing of payroll disbursements we noted that of our sample of twenty-five (25) payments made to individuals that none of the individuals had signed and approved contracts for employment.

The charter school shall maintain adequate supporting documentation for payroll to ensure that payments are made only for services rendered. (Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools, Part 8)

All compensation and benefits paid to employees must be included in the labor contract or salary schedule unless otherwise authorized by statute. (Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools, Part 10)

**AVERAGE DAILY MEMBERSHIP (ADM) TESTING – REPORTING CERTIFICATIONS**

The Organizer is responsible for reporting ADM to the Indiana Department of Education (IDOE). The ADM Summary Report shall provide a written certification of ADM to properly document responsibility. During the testing of the ADM certifications, we were unable to determine complete certification and timely submission as the membership count date ADM report provided did not include certifications and submission data for the Fall 2021 count date.

The ADM Summary Report must be signed by the Superintendent/Principal/Director of Schools and the Trustee/Corporate Treasurer and be uploaded to IDOE for each reporting period in the fiscal year. Supporting documentation of enrollment and attendance/engagement information by grade and school must be maintained for audit. (Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools, Part 9).

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
EXIT CONFERENCE  
JULY 1, 2021 TO JUNE 30, 2022**

The contents of this report were discussed with Nansi Custer, Board President, and Kevin Davis, Indiana Charters on March 31, 2023. The Official Response has been made a part of this report and may be found on page 5.



Northern Rush County Schools Inc.

929 E. South Street  
Mays Indiana 46155

March 29, 2023

### **AVERAGE DAILY MEMBERSHIP (ADM) TESTING – CERTIFICATIONS**

The conversion to Data Exchange reporting of all school data has been in a transition. Our data vendor submitted a letter / ticket to the Indiana Department of Education (call number 3437735 on August 1 stating that signed certifications were not available for download as promised. A response was issued:

“Kevin,

Others have begun asking about retrieving historical data. IDOE development team are aware of this request and are working on a solution. Please continue to watch the Announcement in Moodle for updates to this request.”

The ticket was subsequently closed with a response to our management organization or other schools that experienced the same problem. The unsigned copy was presented to the audit team.

### **PAYROLL TESTING**

The board is aware of this deficiency which was the result of a leadership transition. The board will directly monitor the correct implementation in the future. The board has implemented a new policy in reference to employee contract records. The employment contracts will be saved electronically as well as hard copy in a secured location so this situation will never happen again.

Ylonsi Custer

Nansi Custer

NRCS Board President



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March 24, 2022

Charter School Board  
Northern Rush County Schools, Inc.  
d/b/a Mays Community Academy  
929 East South Street  
Mays, IN 46155

We have reviewed the audit report of Northern Rush County Schools, Inc. d/b/a Mays Community Academy which was opined upon by CliftonLarsonAllen LLP, Independent Public Accountants, for the period July 1, 2020 to June 30, 2021. Per the *Independent Auditors' Report* the financial statements included in the report present fairly the financial condition of Northern Rush County Schools, Inc. d/b/a Mays Community Academy as of June 30, 2021 and the results of its operations for the period then ended, on the basis of accounting described in the report.

In our opinion, CliftonLarsonAllen LLP prepared the audit report in accordance with guidelines established by the State Board of Accounts.

In addition to the report presented herein, a Supplemental Audit Report for Northern Rush County Schools, Inc. d/b/a Mays Community Academy, was prepared in accordance with the guidelines established by the State Board of Accounts.

The report is filed with this letter in our office as a matter of public record.

Tammy R. White, CPA  
Deputy State Examiner

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY**

**FINANCIAL STATEMENTS AND  
SUPPLEMENTARY INFORMATION**

**YEARS ENDED JUNE 30, 2021 AND 2020**



WEALTH ADVISORY | OUTSOURCING  
AUDIT, TAX, AND CONSULTING

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
TABLE OF CONTENTS  
YEARS ENDED JUNE 30, 2021 AND 2020**

<b>INDEPENDENT AUDITORS' REPORT</b>	<b>1</b>
<b>FINANCIAL STATEMENTS</b>	
<b>STATEMENTS OF FINANCIAL POSITION</b>	<b>3</b>
<b>STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS</b>	<b>4</b>
<b>STATEMENTS OF FUNCTIONAL EXPENSES</b>	<b>5</b>
<b>STATEMENTS OF CASH FLOWS</b>	<b>6</b>
<b>NOTES TO FINANCIAL STATEMENTS</b>	<b>7</b>
<b>OTHER REPORT</b>	<b>14</b>
<b>SUPPLEMENTARY INFORMATION</b>	
<b>STATEMENT OF FINANCIAL POSITION</b>	<b>15</b>
<b>STATEMENT OF ACTIVITIES</b>	<b>16</b>



## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Northern Rush County Schools, Incorporated  
dba: Mays Community Academy  
Mays, Indiana

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Northern Rush County Schools, Incorporated dba: Mays Community Academy, which comprise the statements of financial position as of June 30, 2021 and 2020, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Board of Directors  
Northern Rush County Schools, Incorporated  
dba: Mays Community Academy

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northern Rush County Schools, Incorporated dba: Mays Community Academy as of June 30, 2021 and 2020, and the changes in its net assets, functional expenses, and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Report on Supplementary Information**

The supplementary information is presented for the purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
January 7, 2022

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF FINANCIAL POSITION**  
**JUNE 30, 2021 AND 2020**

	2021	2020
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 46,413	\$ 58,511
Grants Receivable	130,046	111,325
Total Current Assets	176,459	169,836
<b>PROPERTY AND EQUIPMENT</b>		
Land	88,400	88,400
Buildings and Improvements	621,588	605,875
Furniture and Equipment	279,804	279,804
Software and Textbooks	90,082	90,082
Vehicles	5,000	5,000
Less: Accumulated Depreciation	(349,013)	(290,685)
Property and Equipment, Net	735,861	778,476
<b>OTHER ASSETS</b>		
Security Deposit	3,900	3,900
Total Assets	\$ 916,220	\$ 952,212
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Lines of Credit	\$ 386,653	\$ 157,305
Current Portion of Notes Payable	78,082	78,082
Accounts Payable and Accrued Expenses	120,716	120,960
Total Current Liabilities	585,451	356,347
<b>LONG-TERM LIABILITIES</b>		
Notes Payable, Net of Current Portion	266,464	340,496
Loan Payable Under Paycheck Protection Program	-	243,954
Total Long-Term Liabilities	266,464	584,450
Total Liabilities	851,915	940,797
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
	64,305	11,415
Total Liabilities and Net Assets	\$ 916,220	\$ 952,212

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS**  
**YEARS ENDED JUNE 30, 2021 AND 2020**

	<u>2021</u>	<u>2020</u>
<b>REVENUE AND SUPPORT</b>		
State Education Support	\$ 1,522,803	\$ 1,721,205
Grant Revenue	842,436	763,364
Student Fees	63,209	43,512
Contributions	7,336	3,353
Fundraising and Other Income	61,124	58,680
Gain on Extinguishment of Payroll Protection Program Loan	243,954	-
Total Revenue and Support	<u>2,740,862</u>	<u>2,590,114</u>
<b>EXPENSES</b>		
Program Services	2,001,569	1,936,664
Management and General	686,403	777,955
Total Expenses	<u>2,687,972</u>	<u>2,714,619</u>
<b>CHANGE IN NET ASSETS</b>	52,890	(124,505)
Net Assets - Beginning of Year	<u>11,415</u>	<u>135,920</u>
<b>NET ASSETS - END OF YEAR</b>	<u><u>\$ 64,305</u></u>	<u><u>\$ 11,415</u></u>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF FUNCTIONAL EXPENSES**  
**YEARS ENDED JUNE 30, 2021 AND 2020**

	2021			2020		
	Program Services	Management and General	Total	Program Services	Management and General	Total
Salaries and Wages	\$ 939,494	\$ 305,275	\$ 1,244,769	\$ 979,822	\$ 367,325	\$ 1,347,147
Employee Benefits	284,327	90,739	375,066	292,459	134,254	426,713
Staff Development	5,544	-	5,544	37,125	-	37,125
Professional Services	86,943	185,085	272,028	67,334	157,447	224,781
Repairs and Maintenance	-	13,711	13,711	-	39,241	39,241
Authorizer Oversight Fees	-	39,850	39,850	-	37,111	37,111
Food Costs	68,637	-	68,637	81,951	-	81,951
Transportation	207,397	1,281	208,678	232,145	215	232,360
Information Technology	79,474	-	79,474	23,211	-	23,211
Advertising	-	370	370	-	44	44
Classroom, Kitchen, and Office Supplies	208,286	12,519	220,805	83,249	9,484	92,733
Occupancy	53,133	-	53,133	54,219	-	54,219
Depreciation	58,328	-	58,328	74,269	-	74,269
Interest	-	25,507	25,507	-	28,254	28,254
Insurance	2,500	-	2,500	2,500	-	2,500
Other	7,506	12,066	19,572	8,380	4,580	12,960
<b>Total Functional Expenses</b>	<b>\$ 2,001,569</b>	<b>\$ 686,403</b>	<b>\$ 2,687,972</b>	<b>\$ 1,936,664</b>	<b>\$ 777,955</b>	<b>\$ 2,714,619</b>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF CASH FLOWS**  
**YEARS ENDED JUNE 30, 2021 AND 2020**

	<u>2021</u>	<u>2020</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in Net Assets	\$ 52,890	\$ (124,505)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation	58,328	74,269
Gain on Extinguishment of Payroll Protection Program Loan	(243,954)	-
Changes in Operating Assets and Liabilities:		
Grants Receivable	(18,721)	(17,040)
Accounts Payable and Accrued Expenses	<u>(244)</u>	<u>(9,270)</u>
Net Cash Used by Operating Activities	<u>(151,701)</u>	<u>(76,546)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of Property and Equipment	(15,713)	(109,735)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from Lines of Credit, Net	229,349	37,105
Proceeds from Notes Payable	-	702,974
Repayment of Notes Payable	(74,033)	(885,683)
Proceeds from Loan Payable Under Paycheck Protection Program	-	243,954
Net Cash Provided by Financing Activities	<u>155,316</u>	<u>98,350</u>
<b>NET CHANGE IN CASH</b>	(12,098)	(87,931)
Cash - Beginning of Year	<u>58,511</u>	<u>146,442</u>
<b>CASH - END OF YEAR</b>	<u>\$ 46,413</u>	<u>\$ 58,511</u>
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
Cash Paid for Interest	<u>\$ 25,507</u>	<u>\$ 28,254</u>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**General**

Northern Rush County Schools, Incorporated dba: Mays Community Academy (the School) is a public benefit nonprofit organization incorporated under the laws of the state of Indiana. The School is sponsored by Ball State University and operates a public charter school established under Indiana Code 20-24. The School served approximately 184 and 220 students during the years ended June 30, 2021 and 2020, respectively, in grades kindergarten through eight.

**Accounting Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

**Revenue Recognition**

Revenues primarily come from resources provided under the Indiana Charter Schools Act. Under the Act, the School receives an amount per student in relation to the funding received by other public schools in the same geographic area. Funding from the state of Indiana is based on enrollment and paid in monthly installments in July through June coinciding with the academic School year. Revenue is recognized in the year in which the educational services are rendered.

A portion of the School's revenue is the product of cost reimbursement grants. Therefore, the School recognizes revenue under these grants in the amounts of costs and expenses at the time they are incurred. Amounts received prior to incurring qualifying expenditures are reported as deferred revenues in the statement of financial position. As of June 30, 2021 and 2020, the School does not have any conditional grants that have not been recognized as revenue in the statement of activities because conditions have not been met.

Revenue from student fees, fundraising, and other income is recognized when the control of the promised good or service is transferred to the student, in an amount that reflects the consideration expected to be entitled in exchange for those goods or services. Amounts received prior to the service is performed is reported as deferred revenue in the statement of financial position. As of June 30, 2021 and 2020, the School did not have any such deferred revenue.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Contributions and Grants**

The School receives income from contributions and grants that support certain school activities. Such revenue received and unconditional promises to give are measured at their fair value and are reported as an increase in net assets. The School reports gifts of cash and other assets and grants as restricted support if they are received with donor stipulations that limit the use of the donated assets, or if they are designated as support for future periods. When a donor restriction expires, that is, when a stipulated time restriction ends or purposes restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities and change in net assets as net assets released from restriction. The School did not have any net assets with donor restrictions as of June 30, 2021 and 2020.

**Cash and Cash Equivalents**

Cash consists of cash held in bank accounts and cash equivalents consists of short-term, highly liquid investments with original maturities of three months or less. There were no cash equivalents at June 30, 2021 and 2020.

**Grants Receivable**

Grants receivable relate primarily to activities funded under federal programs. The School believes that it is operating in compliance with regulatory requirements and as such no allowance for doubtful accounts is deemed necessary.

**Taxes on Income**

Northern Rush County Schools, Incorporated has received a determination from the U.S. Internal Revenue Service stating that it qualifies under the provisions of Section 501(c)(3) of the Internal Revenue Code as a tax-exempt organization; however, the School would be subject to tax on income unrelated to its tax-exempt purpose. For the years ended June 30, 2021 and 2020, no accounting for federal and state income taxes was required to be included in the accompanying financial statements.

Professional accounting standards require the School to recognize a tax liability only if it is more likely than not the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized is the largest amount of tax liability that is greater than 50% likely of being realized on examination. For tax positions not meeting the more-likely-than-not test, no tax liability is recorded. The School has examined this issue and has determined that there are no material contingent tax liabilities or questionable tax positions. Tax years ending after 2016 are open to audit for both federal and state purposes.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Property and Equipment**

Purchases of assets and expenditures that materially increase value or extend useful lives are capitalized and are included in the accounts at cost. Routine maintenance and repairs, minor replacement costs, and equipment purchases with a unit cost of less than \$500 are charged to expense as incurred.

Depreciation is provided over the estimated useful lives of the respective assets using the straight- line method. The estimated useful lives generally are as follows:

Buildings and Improvements	7 to 40 Years
Furniture and Equipment	5 to 10 Years
Software and Textbooks	3 to 5 Years
Vehicles	10 Years

**Impairment of Long-Lived Assets**

On an ongoing basis, the School reviews its long-lived assets for impairment whenever events or circumstances indicate that the carrying amount may be overstated. The School recognizes impairment losses if the undiscounted cash flows expected to be generated are less than the carrying value of the related asset. If impaired, the assets are adjusted to fair value based on the undiscounted cash flows.

**Going Concern Considerations**

The accompanying financial statements have been prepared assuming the School will continue as a going concern. As of June 30, 2021, the School's current liabilities are greater than current assets by approximately \$409,000. A majority of the balance in accounts payable and accrued expenses represents current payroll and future payroll to fulfill School year teaching contracts, totaling approximately \$102,000. The remainder of current liabilities is related to the line of credit which currently has a maturity date of October 2022. The School also had a negative cash flow from operating activities for both fiscal year 2020 and 2021. If this trend continues, these factors could threaten the School's ability to continue as a going concern.

The School's management is aware of the negative financial results presented in the previous paragraph and has taken the following measures to improve its finances. The School has focused its efforts on enrollment. The School has also worked with its management company to develop a budget for fiscal year 2022 that will allow the School to meet its current and upcoming obligations and strengthen its net asset position. This budget includes revenue from additional funding sources as a result of the School's focused efforts on identifying and securing additional grant opportunities.

**Subsequent Events**

The School evaluated subsequent events through January 7, 2022, the date these financial statements were available to be issued. Events occurring through that date have been evaluated to determine whether a change in the financial statements or related disclosures would be required.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Subsequent Events (Continued)**

Subsequent to year-end, the School was awarded approximately \$66,000 in Coronavirus Aid, Relieve and Economic Security (CARES) Act funding.

**NOTE 2 NOTES PAYABLE**

Notes payable were comprised of the following at June 30:

<u>Description</u>	<u>2021</u>	<u>2020</u>
Note payable to FCN Bank with monthly installments of \$3,298 including interest at 6.25% annum, maturing in July 2024.	\$ 110,796	\$ 142,328
Note payable to Indiana State Board of Education, payable \$21,250 semi-annually (January 1 and July 1) plus interest at 1.00% per annum, maturing in July 2026.	<u>233,750</u>	<u>276,250</u>
Total	344,546	418,578
Less: Current Portion	<u>(78,082)</u>	<u>(78,082)</u>
Long-Term Portion	<u>\$ 266,464</u>	<u>\$ 340,496</u>

Principal maturities of notes payable are as follows for the years ending June 30:

<u>Year Ending June 30,</u>	<u>Amount</u>
2022	\$ 78,082
2023	78,082
2024	78,082
2025	46,550
2026	63,750
Total	<u>\$ 344,546</u>

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 3 DEBT EXTINGUISHMENT**

On April 15, 2020, the School received proceeds in the amount of \$243,954 to fund payroll, rent, and utilities through the Paycheck Protection Program (the PPP Loan). The PPP Loan was formally forgiven by the U.S. Small Business Administration (SBA) on April 5, 2021. Accordingly, the School recognized a gain on the extinguishment of debt of \$243,954 during the year ended June 30, 2021. This amount is included in the accompanying statement of activities.

The SBA may review funding eligibility and usage of funds in compliance with the program based on dollar thresholds and other factors. The amount of liability, if any, from potential noncompliance cannot be determined with certainty; however, management is of the opinion that any review will not have a material adverse impact on the School's financial position.

**NOTE 4 LINES OF CREDIT**

During the year ended June 30, 2019, the School entered into two line of credit arrangements with FCN Bank. The first line of credit has a \$300,000 borrowing capacity and incurred interest at 6.5% per annum, maturing October 2019. This was extended to October 2022 with an interest rate of 5%. The second line of credit has a \$120,000 borrowing capacity and incurred interest at 6.5% per annum, maturing August 2019. This was extended to October 2022 with an interest rate of 4.5%. The balance of the lines of credit as of June 30, 2021 and 2020 was \$386,653 and \$157,305, respectively.

**NOTE 5 RETIREMENT PLANS**

The School provides retirement benefits covering substantially all full-time employees. Retirement benefits are provided by the Indiana State Teachers' Retirement Fund (TRF) and the Indiana Public Employees' Retirement Fund (PERF), both of which are cost-sharing multiple-employer defined benefit retirement plans governed by the state of Indiana and administered by the Indiana Public Retirement System (INPRS) Board.

Contribution requirements of plan members are determined annually by the INPRS Board. For the years ended June 30, 2021 and 2020, the School contributed 5.5% of compensation for eligible teaching personnel to TRF and 11.2% for other employees to PERF. Should the School elect to withdraw from TRF or PERF, it could be subject to a withdrawal fee. The School's contributions represent an insignificant percentage of the total contributions received by TRF and PERF. As of June 30, 2020 (the latest year reported), TRF and PERF were approximately 90% and 102% funded, respectively. The School's total retirement expense was \$43,396 and \$76,192 for the years ended June 30, 2021 and 2020, respectively.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 6 COMMITMENTS**

The School operates under a charter granted by Ball State University. As the sponsoring organization, Ball State University exercises certain oversight responsibilities. Under this charter, the School has agreed to pay to Ball State University an annual administrative fee equal to 3% of state tuition support. Payments under this charter agreement were \$39,850 and \$37,111 for the years ended June 30, 2021 and 2020, respectively. The charter remains in effect until June 30, 2023, and is renewable thereafter by mutual consent.

The School contracted with Indiana Charters LLC, a for-profit organization incorporated in the state of Indiana, to perform data management, financial, administrative, and general operational support services. Expenses under this contract were \$81,825 and \$75,836 for the years ended June 30, 2021 and 2020, respectively.

**NOTE 7 RISKS AND UNCERTAINTIES**

The School provides educational instruction services to families residing in Rush and surrounding counties in Indiana and is subject to the risks of economic and competitive forces at work within this geographic area.

The majority of revenues relate to legislation enacted by the state of Indiana and grants awarded under federal programs. Any changes in state or federal legislation could significantly impact the School. Additionally, the School is subject to monitoring and audit by state and federal agencies. Those examinations may result in additional liability to be imposed on the School.

Financial instruments that potentially subject the School to concentrations of credit risk consist principally of receivables from the state of Indiana. At June 30, 2021, substantially all of the receivable balance was due from the state of Indiana. In addition, bank deposits are maintained primarily at FCN Bank, and are insured up to the Federal Deposit Insurance Corporation (FDIC) limit.

During the year ended June 30, 2020, the World Health Organization declared the spread of Coronavirus Disease (COVID-19) a worldwide pandemic. The COVID-19 pandemic is having significant effects on global markets, supply chains, businesses, and communities. Specific to the School, COVID-19 has impacted various parts of its 2020 and 2021 operations and financial results, including an increase in nutrition funding. Management believes the School is taking appropriate actions to mitigate the negative impact. However, the full impact of COVID-19 is unknown and cannot be reasonably estimated as these events are ongoing and are still developing.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021 AND 2020**

**NOTE 8 LIQUIDITY**

Under ASU 2016-14, the School is required to disclose the assets it has available at June 30, 2021 and 2020 to meet its cash needs for general expenditures within one year of the date of the statement of financial position. Financial assets for the School include cash and grants receivable which total \$176,459 and \$169,836 in 2021 and 2020, respectively.

From time to time, the School receives donor-restricted contributions. Because donor restrictions require resources to be used in a particular manner or in a future period, the School must maintain sufficient resources to meet those responsibilities to its donors. Thus, financial assets may not be available for general expenditure within one year. As part of the School's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. In addition, the School has a \$33,347 and \$149,947 line of credit available as of June 30, 2021 and 2020, respectively.

**NOTE 9 FUNCTIONAL EXPENSE REPORTING**

The costs of providing the educational activities have been summarized on a functional basis in the statements of activities and change in net assets. Management of the School has categorized expenses as program services or management and general according to the underlying nature of the expense. As such, no allocation of specific transactions between these categories is required.

**NOTE 10 RELATED PARTY TRANSACTIONS**

The School contracts with a transportation company that is owned by the husband of the Board Treasurer. The School uses the transportation company for busing services and also employs two relatives of the Board Treasurer. Expenses under this relationship during the years ended June 30, 2021 and 2020 were \$192,592 and \$158,432, respectively, for transportation and \$10,769 and \$70,599, respectively, for labor.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
OTHER REPORT  
YEAR ENDED JUNE 30, 2021**

The reports presented herein were prepared in addition to another official report prepared for the School as listed below:

Supplemental Audit Report of Northern Rush County Schools, Incorporated  
dba: Mays Community Academy

The Supplemental Audit Report contains the results of compliance testing required by the Indiana State Board of Accounts under its *Guidelines for the Audits of Charter Schools Performed by Private Examiners* pertaining to matters addressed in its *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools*.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENT OF FINANCIAL POSITION**  
**JUNE 30, 2021**  
(SEE INDEPENDENT AUDITORS' REPORT)

<b>ASSETS</b>	<u>Mays Community Academy</u>	<u>Mays Community Academy Pre-K</u>	<u>Eliminations</u>	<u>Total</u>
<b>CURRENT ASSETS</b>				
Cash	\$ 46,413	\$ -	\$ -	\$ 46,413
Grants Receivable	130,046	-	-	130,046
Due from Pre-K	16,992	-	(16,992)	-
Total Current Assets	<u>193,451</u>	<u>-</u>	<u>(16,992)</u>	<u>176,459</u>
<b>PROPERTY AND EQUIPMENT</b>				
Land	88,400	-	-	88,400
Buildings and Improvements	621,588	-	-	621,588
Furniture and Equipment	279,804	-	-	279,804
Software and Textbooks	90,082	-	-	90,082
Vehicles	5,000	-	-	5,000
Less: Accumulated Depreciation	(349,013)	-	-	(349,013)
Property and Equipment, Net	<u>735,861</u>	<u>-</u>	<u>-</u>	<u>735,861</u>
<b>OTHER ASSETS</b>				
Security Deposit	<u>3,900</u>	<u>-</u>	<u>-</u>	<u>3,900</u>
Total Assets	<u>\$ 933,212</u>	<u>\$ -</u>	<u>\$ (16,992)</u>	<u>\$ 916,220</u>
<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>				
Lines of Credit	\$ 386,653	\$ -	\$ -	\$ 386,653
Current Portion of Notes Payable	78,082	-	-	78,082
Accounts Payable and Accrued Expenses	120,716	-	-	120,716
Due to Charter School	-	16,992	(16,992)	-
Total Current Liabilities	<u>585,451</u>	<u>16,992</u>	<u>(16,992)</u>	<u>585,451</u>
<b>LONG-TERM LIABILITIES</b>				
Notes Payable, Net of Current Portion	<u>266,464</u>	<u>-</u>	<u>-</u>	<u>266,464</u>
Total Liabilities	851,915	16,992	(16,992)	851,915
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>				
Undesignated	<u>81,297</u>	<u>(16,992)</u>	<u>-</u>	<u>64,305</u>
Total Liabilities and Net Assets	<u>\$ 933,212</u>	<u>\$ -</u>	<u>\$ (16,992)</u>	<u>\$ 916,220</u>

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENT OF ACTIVITIES**  
**YEAR ENDED JUNE 30, 2021**  
**(SEE INDEPENDENT AUDITORS' REPORT)**

	Mays Community Academy	Mays Community Academy Pre-K	Total
<b>REVENUE AND SUPPORT</b>			
State Education Support	\$ 1,522,803	\$ -	\$ 1,522,803
Grant Revenue	838,228	4,208	842,436
Student Fees	13,689	49,520	63,209
Contributions	7,336	-	7,336
Fundraising and Other Income	56,853	4,271	61,124
Gain on Extinguishment of Payroll Protection Program Loan	243,954	-	243,954
Total Revenue and Support	2,682,863	57,999	2,740,862
<b>EXPENSES</b>			
Program Services	1,942,571	58,998	2,001,569
Management and General	686,403	-	686,403
Total Expenses	2,628,974	58,998	2,687,972
<b>CHANGE IN NET ASSETS</b>	53,889	(999)	52,890
Net Assets - Beginning of Year	27,408	(15,993)	11,415
<b>NET ASSETS (DEFICIT) - END OF YEAR</b>	\$ 81,297	\$ (16,992)	\$ 64,305



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March 24, 2022

Charter School Board  
Northern Rush County Schools, Inc.  
d/b/a Mays Community Academy  
929 East South Street  
Mays, IN 46155

We have reviewed the Supplemental Audit Report for Northern Rush County Schools, Inc. d/b/a Mays Community Academy prepared by CliftonLarsonAllen LLP, Independent Public Accountants, for the period July 1, 2020 to June 30, 2021. In our opinion, the Supplemental Audit Report was prepared in accordance with the guidelines established by the State Board of Accounts.

No findings were noted for the period of July 1, 2020 to June 30, 2021.

The Supplemental Audit Report and associated audited Financial Statements are filed in our office as a matter of public record.

Tammy R. White, CPA  
Deputy State Examiner

**SUPPLEMENTAL AUDIT REPORT**  
**NORTHERN RUSH COUNTY SCHOOLS, INC.**  
**DBA: MAYS COMMUNITY ACADEMY**  
**RUSH COUNTY, INDIANA**  
**JULY 1, 2020 TO JUNE 30, 2021**



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**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
TABLE OF CONTENTS  
JULY 1, 2020 TO JUNE 30, 2021**

<b>SCHOOL OFFICIALS</b>	<b>1</b>
<b>INDEPENDENT AUDITORS' REPORT</b>	<b>2</b>
<b>AUDIT RESULTS AND COMMENTS</b>	<b>3</b>
<b>EXIT CONFERENCE</b>	<b>4</b>
<b>OFFICIAL RESPONSE</b>	<b>5</b>

NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
SCHOOL OFFICIALS  
JULY 1, 2020 TO JUNE 30, 2021

<u>Office</u>	<u>Official</u>	<u>Term</u>
Board President	Nansi Custer	07/01/2020 – 06/30/2021
Board Treasurer	Marcia Schwering	07/01/2020 – 06/30/2021
Principal	Shannon New	07/01/2020 – 06/30/2021
Principal	Lauren Yoke	09/15/2021 – Present



## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Northern Rush County Schools, Inc.  
DBA: Mays Community Academy  
Mays, Indiana

We have audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of Northern Rush County Schools, Inc. d/b/a Mays Community Academy, as of and for the years ended June 30, 2021 and 2020, and have issued our report thereon dated January 7, 2022. As part of our audit, we tested the School's compliance with provisions of the *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools* issued by the Indiana State Board of Accounts and related provisions of laws, regulations, contracts and grant agreements. The School did not have any findings related to the Indiana State Board of Accounts compliance guidelines.

*CliftonLarsonAllen LLP*

**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
January 7, 2022

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
AUDIT RESULTS AND COMMENTS  
JULY 1, 2020 TO JUNE 30, 2021**

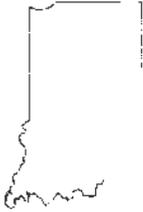
No findings noted for the period of July 1, 2020 to June 30, 2021.

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
EXIT CONFERENCE  
JULY 1, 2020 TO JUNE 30, 2021**

The contents of this report were discussed with Nansi Custer, Board President, Marcia Schwering, Board Treasurer, and Kevin Davis, Indiana Charters, on December 10, 2021.

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
OFFICIAL RESPONSE  
JULY 1, 2020 TO JUNE 30, 2021**

No findings noted for the period of July 1, 2020 to June 30, 2021.



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March 18, 2021

Charter School Board  
Northern Rush County Schools, Inc.  
d/b/a Mays Community Academy  
929 East South Street  
Mays, IN 46155

We have reviewed the audit report of Northern Rush County Schools, Inc. d/b/a Mays Community Academy which was opined upon by CliftonLarsonAllen LLP, Independent Public Accountants, for the period July 1, 2019 to June 30, 2020. Per the *Independent Auditors' Report* the financial statements included in the report present fairly the financial condition of Northern Rush County Schools, Inc. d/b/a Mays Community Academy as of June 30, 2020 and the results of its operations for the period then ended, on the basis of accounting described in the report.

In our opinion, CliftonLarsonAllen LLP prepared the audit report in accordance with guidelines established by the State Board of Accounts.

In addition to the report presented herein, a Supplemental Audit Report for Northern Rush County Schools, Inc. d/b/a Mays Community Academy, was prepared in accordance with the guidelines established by the State Board of Accounts.

The report is filed with this letter in our office as a matter of public record.

Paul D. Joyce, CPA  
State Examiner

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY**

**FINANCIAL STATEMENTS AND  
SUPPLEMENTARY INFORMATION**

**YEARS ENDED JUNE 30, 2020 AND 2019**



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**CONSULTING**

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
TABLE OF CONTENTS  
YEARS ENDED JUNE 30, 2020 AND 2019**

<b>INDEPENDENT AUDITORS' REPORT</b>	<b>1</b>
<b>FINANCIAL STATEMENTS</b>	
<b>STATEMENTS OF FINANCIAL POSITION</b>	<b>3</b>
<b>STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS</b>	<b>4</b>
<b>STATEMENTS OF FUNCTIONAL EXPENSES</b>	<b>5</b>
<b>STATEMENTS OF CASH FLOWS</b>	<b>6</b>
<b>NOTES TO FINANCIAL STATEMENTS</b>	<b>7</b>
<b>OTHER REPORT</b>	<b>15</b>
<b>SUPPLEMENTARY INFORMATION</b>	
<b>STATEMENT OF FINANCIAL POSITION</b>	<b>16</b>
<b>STATEMENT OF ACTIVITIES</b>	<b>17</b>



## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Northern Rush County Schools, Incorporated  
dba: Mays Community Academy  
Mays, Indiana

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Northern Rush County Schools, Incorporated dba: Mays Community Academy, which comprise the statement of financial position as of June 30, 2020, and the related statements of activities and change in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Board of Directors  
Northern Rush County Schools, Incorporated  
dba: Mays Community Academy

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northern Rush County Schools, Incorporated dba: Mays Community Academy as of June 30, 2020, and the changes in its net assets, functional expenses, and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Matter**

The 2019 financial statements of Northern Rush County Schools, Incorporated dba: Mays Community Academy were audited by other auditors whose report dated January 30, 2020 expressed an unmodified opinion on those statements.

**Report on Supplementary Information**

The supplementary information is presented for the purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
February 17, 2021

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF FINANCIAL POSITION**  
**JUNE 30, 2020 AND 2019**

<b>ASSETS</b>	2020	2019
<b>CURRENT ASSETS</b>		
Cash	\$ 58,511	\$ 146,442
Grants Receivable	111,325	94,285
Total Current Assets	169,836	240,727
<b>PROPERTY AND EQUIPMENT</b>		
Land	88,400	88,400
Buildings and Improvements	605,875	552,475
Furniture and Equipment	279,804	223,468
Software and Textbooks	90,082	90,082
Vehicles	5,000	5,000
Less: Accumulated Depreciation	(290,685)	(216,415)
Property and Equipment, Net	778,476	743,010
<b>OTHER ASSETS</b>		
Security Deposit	3,900	3,900
Total Assets	\$ 952,212	\$ 987,637
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Lines of Credit	\$ 157,305	\$ 238,847
Current Portion of Notes Payable	78,082	69,739
Accounts Payable and Accrued Expenses	120,960	130,230
Total Current Liabilities	356,347	438,816
<b>LONG-TERM LIABILITIES</b>		
Notes Payable, Net of Current Portion	340,496	412,901
Loan Payable Under Paycheck Protection Program	243,954	-
Total Long-Term Liabilities	584,450	412,901
Total Liabilities	940,797	851,717
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
Undesignated	11,415	135,920
Total Liabilities and Net Assets	\$ 952,212	\$ 987,637

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS  
YEARS ENDED JUNE 30, 2020 AND 2019**

	<u>2020</u>	<u>2019</u>
<b>REVENUE AND SUPPORT</b>		
State Education Support	\$ 1,721,205	\$ 1,717,328
Grant Revenue	763,364	456,069
Student Fees	13,194	21,347
Contributions	3,353	51,589
Fundraising and Other Income	<u>88,998</u>	<u>44,519</u>
Total Revenue and Support	2,590,114	2,290,852
 <b>EXPENSES</b>		
Program Services	1,936,664	1,638,724
Management and General	<u>777,955</u>	<u>494,388</u>
Total Expenses	<u>2,714,619</u>	<u>2,133,112</u>
 <b>CHANGE IN NET ASSETS</b>	(124,505)	157,740
 Net Assets (Deficit) - Beginning of Year	<u>135,920</u>	<u>(21,820)</u>
 <b>NET ASSETS - END OF YEAR</b>	<u>\$ 11,415</u>	<u>\$ 135,920</u>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF FUNCTIONAL EXPENSES**  
**YEARS ENDED JUNE 30, 2020 AND 2019**

	2020			2019		
	Program Services	Management and General	Total	Program Services	Management and General	Total
Salaries and Wages	\$ 979,822	\$ 367,325	\$ 1,347,147	\$ 735,163	\$ 261,846	\$ 997,009
Employee Benefits	292,459	134,254	426,713	324,968	64,102	389,070
Staff Development	37,125	-	37,125	34,700	-	34,700
Professional Services	67,334	157,447	224,781	39,148	72,815	111,963
Repairs and Maintenance	-	39,241	39,241	-	19,562	19,562
Authorizer Oversight Fees	-	37,111	37,111	-	34,039	34,039
Food Costs	81,951	-	81,951	77,218	-	77,218
Transportation	232,145	215	232,360	235,567	325	235,892
Information Technology	23,211	-	23,211	12,578	-	12,578
Advertising	-	44	44	-	1,372	1,372
Classroom, Kitchen, and Office Supplies	83,249	9,484	92,733	50,194	7,439	57,633
Occupancy	54,219	-	54,219	65,558	-	65,558
Depreciation	74,269	-	74,269	56,024	-	56,024
Interest	-	28,254	28,254	-	18,516	18,516
Insurance	2,500	-	2,500	2,500	-	2,500
Other	8,380	4,580	12,960	5,106	14,372	19,478
<b>Total Functional Expenses</b>	<b>\$ 1,936,664</b>	<b>\$ 777,955</b>	<b>\$ 2,714,619</b>	<b>\$ 1,638,724</b>	<b>\$ 494,388</b>	<b>\$ 2,133,112</b>

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENTS OF CASH FLOWS**  
**YEARS ENDED JUNE 30, 2020 AND 2019**

	2020	2019
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in Net Assets	\$ (124,505)	\$ 157,740
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation	74,269	56,024
Changes in Operating Assets and Liabilities:		
Grants Receivable	(17,040)	(94,285)
Accounts Payable and Accrued Expenses	(9,270)	(71,336)
Refundable Advances	-	(29,475)
Net Cash Provided (Used) by Operating Activities	(76,546)	18,668
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of Property and Equipment	(109,735)	(61,021)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from Short-Term Financing	-	100,000
Principal Payments on Short-Term Financing	-	(201,000)
Proceeds from Lines of Credit, Net	37,105	238,847
Proceeds from Notes Payable	702,974	50,000
Repayment of Notes Payable	(885,683)	(67,068)
Proceeds from Loan Payable Under Paycheck Protection Program	243,954	-
Net Cash Provided by Financing Activities	98,350	120,779
<b>NET CHANGE IN CASH</b>	(87,931)	78,426
Cash - Beginning of Year	146,442	68,016
<b>CASH - END OF YEAR</b>	\$ 58,511	\$ 146,442
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
Cash Paid for Interest	\$ 28,254	\$ 18,516

See accompanying Notes to Financial Statements.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2020 AND 2019**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**General**

Northern Rush County Schools, Incorporated dba: Mays Community Academy (the School) is a public benefit nonprofit organization incorporated under the laws of the state of Indiana. The School is sponsored by Ball State University and operates a public charter school established under Indiana Code 20-24. The School served approximately 220 and 180 students during the years ended June 30, 2020 and 2019, respectively, in grades kindergarten through eight.

**Change in Accounting Principle**

In May 2014, FASB issued ASU 2014-09, *Revenue from Contracts with Customers (Topic 606)*. Subsequent to May 2014, the FASB issued six ASUs to clarify certain matters related to Topic 606. Topic 606 supersedes the revenue recognition requirements in FASB ASC 605, *Revenue Recognition*, and requires the recognition of revenue when promised goods or services are transferred to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The updates address the complexity of revenue recognition and provide sufficient information to enable the financial statement users to understand the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers. No cumulative-effect adjustments in net assets was recorded because the adoption of ASU 2014-09 did not significantly impact the Company's reported historical revenue.

In June 2018, FASB issued ASU 2018-08, *Accounting Guidance for Contributions Received and Made*. This ASU was issued to clarify accounting guidance for contributions received and made. The amendments to this ASU assist entities in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, *Not-for-Profit Entities*, or as exchange (reciprocal) transactions subject other guidance and (2) determining whether a contribution is conditional. The financial statements reflect the application of ASU 2018-08 beginning January 1, 2019. The new guidance does not require prior period results to be restated. The implementation of this standard did not significantly impact the Organization's financial statements

**Accounting Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2020 AND 2019**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Revenue Recognition**

Revenues primarily come from resources provided under the Indiana Charter Schools Act. Under the Act, the School receives an amount per student in relation to the funding received by other public schools in the same geographic area. Funding from the state of Indiana is based on enrollment, and paid in monthly installments in July through June coinciding with the academic school year. Revenue is recognized in the year in which the educational services are rendered.

A portion of the School's revenue is the product of cost reimbursement grants. Therefore, the School recognizes revenue under these grants in the amounts of costs and expenses at the time they are incurred. Amounts received prior to incurring qualifying expenditures are reported as deferred revenues in the statement of financial position. As of June 30, 2020, the School does not have any conditional grants that have not been recognized as revenue in the statement of activities because conditions have not been met.

Revenue from student fees, fundraising, and other income is recognized when the control of the promised good or service is transferred to the student, in an amount that reflects the consideration expected to be entitled in exchange for those goods or services. Amounts received prior to the service is performed is reported as deferred revenue in the statement of financial position. As of June 30, 2020, the School did not have any such deferred revenue.

**Contributions and Grants**

The School receives income from contributions and grants that support certain school activities. Such revenue received and unconditional promises to give are measured at their fair value and are reported as an increase in net assets. The School reports gifts of cash and other assets and grants as restricted support if they are received with donor stipulations that limit the use of the donated assets, or if they are designated as support for future periods. When a donor restriction expires, that is, when a stipulated time restriction ends or purposes restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities and change in net assets as net assets released from restriction. The School did not have any net assets with donor restrictions as of June 30, 2020 and 2019.

**Cash and Cash Equivalents**

Cash consists of cash held in bank accounts and cash equivalents consists of short-term, highly liquid investments with original maturities of three months or less. There were no cash equivalents at June 30, 2020 and 2019.

**Grants Receivable**

Grants receivable relate primarily to activities funded under federal programs. The School believes that it is operating in compliance with regulatory requirements and as such no allowance for doubtful accounts is deemed necessary.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2020 AND 2019**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Taxes on Income**

Northern Rush County Schools, Incorporated has received a determination from the U.S. Internal Revenue Service stating that it qualifies under the provisions of Section 501(c)(3) of the Internal Revenue Code as a tax-exempt organization; however, the School would be subject to tax on income unrelated to its tax-exempt purpose. For the years ended June 30, 2020 and 2019, no accounting for federal and state income taxes was required to be included in the accompanying financial statements.

Professional accounting standards require the School to recognize a tax liability only if it is more likely than not the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized is the largest amount of tax liability that is greater than 50% likely of being realized on examination. For tax positions not meeting the more-likely-than-not test, no tax liability is recorded. The School has examined this issue and has determined that there are no material contingent tax liabilities or questionable tax positions. Tax years ending after 2015 are open to audit for both federal and state purposes.

**Property and Equipment**

Purchases of assets and expenditures that materially increase value or extend useful lives are capitalized and are included in the accounts at cost. Routine maintenance and repairs, minor replacement costs, and equipment purchases with a unit cost of less than \$500 are charged to expense as incurred.

Depreciation is provided over the estimated useful lives of the respective assets using the straight-line method. The estimated useful lives generally are as follows:

Buildings and Improvements	7 to 40 Years
Furniture and Equipment	5 to 10 Years
Software and Textbooks	3 to 5 Years
Vehicles	10 Years

**Impairment of Long-Lived Assets**

On an ongoing basis, the School reviews its long-lived assets for impairment whenever events or circumstances indicate that the carrying amount may be overstated. The School recognizes impairment losses if the undiscounted cash flows expected to be generated are less than the carrying value of the related asset. If impaired, the assets are adjusted to fair value based on the undiscounted cash flows.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2020 AND 2019**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Subsequent Events**

The School evaluated subsequent events through February 17, 2021, the date these financial statements were available to be issued. Events occurring through that date have been evaluated to determine whether a change in the financial statements or related disclosures would be required.

In July 2020, the School renewed the two lines of credit and the short-term financing agreement with FCN Bank.

In July 2020, the School received roughly \$27,000 in CARES Act funding.

**NOTE 2 NOTES PAYABLE**

Notes payable were comprised of the following at June 30:

<u>Description</u>	<u>2020</u>	<u>2019</u>
Two notes payable to CentreBank with substantially identical terms; payable in monthly installments of \$2,822 total including interest at 5.50% per annum, secured by all School assets. The remaining unpaid portion was due upon maturity in June 2019. These were refinanced in July 2019.	\$ -	\$ 118,133
Note payable to FCN Bank with monthly installments of \$3,298 including interest at 6.25% annum, maturing in July 2024.	142,328	-
Note payable to Indiana State Board of Education, payable \$21,250 semi-annually (January 1 and July 1) plus interest at 1.00% per annum, maturing in July 2026.	276,250	318,750
Note payable to FCN Bank payable in one payment (June 2019) plus interest at 7.00% per annum. This was refinanced in July 2019.	-	45,757
Total	418,578	482,640
Less: Current Portion	(78,082)	(69,739)
Long-Term Portion	<u>\$ 340,496</u>	<u>\$ 412,901</u>

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2020 AND 2019**

**NOTE 2 NOTES PAYABLE (CONTINUED)**

Principal maturities of notes payable are as follows for the years ending June 30:

<u>Year Ending June 30,</u>	<u>Amount</u>
2021	\$ 78,082
2022	78,082
2023	78,082
2024	78,082
2025	42,500
Thereafter	63,750
Total	<u>\$ 418,578</u>

**NOTE 3 PAYROLL PROTECTION PROGRAM LOAN**

On April 15, 2020, the Organization received a loan from FCN Bank in the amount of \$243,954 to fund payroll, rent, utilities, and interest on mortgages and existing debt through the Paycheck Protection Program (the PPP Loan). The original loan agreement was written prior to the PPP Flexibility Act of 2020 (June 5) and was due over 18 months, deferred for six months. Subsequent to this, the law changed the loan deferral terms retroactively. The PPP Flexibility Act and subsequent regulations supersede the loan agreement. The PPP Loan bears interest at a fixed rate of 1.0% per annum, with the first six months of interest deferred, has a term of two years, and is unsecured and guaranteed by the U.S. Small Business Administration. Payment of principal and interest is deferred until the date on which the amount of forgiveness is remitted to the lender or, if the Organization fails to apply for forgiveness within 10 months after the covered period, then payment of principal and interest shall begin on that date. These amounts may be forgiven subject to compliance and approval based on the timing and use of these funds in accordance with the program. To the extent that all or part of the PPP Loan is not forgiven, the Organization will be required to pay interest on the PPP Loan at a rate of 1.0% per annum, and commencing in November 2020, principal and interest payments will be required through the maturity date in April 2022.

**NOTE 4 LINES OF CREDIT**

During the year ended June 30, 2019, the School entered into two line of credit arrangements with FCN Bank. The first line of credit has a \$300,000 borrowing capacity and incurred interest at 6.5% per annum, maturing October 2019. This was extended to July 2020 with an interest rate of 6.75%. The second line of credit has a \$120,000 borrowing capacity and incurred interest at 6.5% per annum, maturing August 2019. This was extended to July 2020 with an interest rate of 7%. The balance of the lines of credit as of June 30, 2020 was \$157,304.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2020 AND 2019**

**NOTE 5 SHORT-TERM FINANCING**

From time to time throughout the year ended June 30, 2019, the School utilized short-term note payable financing from members of the community to meet cash flow needs. The average interest rate on the short-term notes payable was 8%. The School borrowed and repaid \$100,000 and \$201,000, respectively, during the year ended June 30, 2019 and paid \$3,809 in interest thereon.

**NOTE 6 RETIREMENT PLANS**

The School provides retirement benefits covering substantially all full-time employees. Retirement benefits are provided by the Indiana State Teachers' Retirement Fund (TRF) and the Indiana Public Employees' Retirement Fund (PERF), both of which are cost-sharing multiple-employer defined benefit retirement plans governed by the state of Indiana and administered by the Indiana Public Retirement System (INPRS) Board.

Contribution requirements of plan members are determined annually by the INPRS Board. For the year ended June 30, 2020, the School contributed 8.5% of compensation for eligible teaching personnel to TRF and 6.8% for other employees to PERF. For the year ended June 30, 2019, the School contributed 10.5% of compensation for eligible teaching personnel to TRF and 4% for other employees to PERF. Should the School elect to withdraw from TRF or PERF, it could be subject to a withdrawal fee. The School's contributions represent an insignificant percentage of the total contributions received by TRF and PERF. As of June 30, 2018 (the latest year reported), TRF and PERF were more than 88% funded. The School's total retirement expense was \$76,192 and \$67,425 for the years ended June 30, 2020 and 2019, respectively.

**NOTE 7 COMMITMENTS**

The School operates under a charter granted by Ball State University. As the sponsoring organization, Ball State University exercises certain oversight responsibilities. Under this charter, the School has agreed to pay to Ball State University an annual administrative fee equal to 3% of state tuition support. Payments under this charter agreement were \$37,111 and \$34,039 for the years ended June 30, 2020 and 2019, respectively. The charter remains in effect until June 30, 2021, and is renewable thereafter by mutual consent.

The School contracted with Indiana Charters LLC, a for-profit organization incorporated in the state of Indiana, to perform data management, financial, administrative, and general operational support services. Expenses under this contract were \$75,836 and \$38,834 for the years ended June 30, 2020 and 2019, respectively.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2020 AND 2019**

**NOTE 8 RISKS AND UNCERTAINTIES**

The School provides educational instruction services to families residing in Rush and surrounding counties in Indiana and is subject to the risks of economic and competitive forces at work within this geographic area.

The majority of revenues relate to legislation enacted by the state of Indiana and grants awarded under federal programs. Any changes in state or federal legislation could significantly impact the School. Additionally, the School is subject to monitoring and audit by state and federal agencies. Those examinations may result in additional liability to be imposed on the School.

Financial instruments that potentially subject the School to concentrations of credit risk consist principally of receivables from the state of Indiana. At June 30, 2020, substantially all of the receivable balance was due from the state of Indiana. In addition, bank deposits are maintained primarily at FCN Bank, and are insured up to the Federal Deposit Insurance Corporation (FDIC) limit.

During the year ended June 30, 2020, the World Health Organization declared the spread of Coronavirus Disease (COVID-19) a worldwide pandemic. The COVID-19 pandemic is having significant effects on global markets, supply chains, businesses, and communities. Specific to the School, COVID-19 has impacted various parts of its 2020 and 2021 operations and financial results, including an increase in nutrition funding. Management believes the School is taking appropriate actions to mitigate the negative impact. However, the full impact of COVID-19 is unknown and cannot be reasonably estimated as these events are ongoing and are still developing.

**NOTE 9 LIQUIDITY**

Under ASU 2016-14, the School is required to disclose the assets it has available at June 30, 2020 and 2019 to meet its cash needs for general expenditures within one year of the date of the statement of financial position. Financial assets for the School include cash and grants receivable which total \$169,836 and \$240,727 in 2020 and 2019, respectively.

From time to time, the School receives donor-restricted contributions. Because donor restrictions require resources to be used in a particular manner or in a future period, the School must maintain sufficient resources to meet those responsibilities to its donors. Thus, financial assets may not be available for general expenditure within one year. As part of the School's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. In addition, the School has a \$149,947 line of credit available as of June 30, 2020.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2020 AND 2019**

**NOTE 10 FUNCTIONAL EXPENSE REPORTING**

The costs of providing the educational activities have been summarized on a functional basis in the statements of activities and change in net assets. Management of the School has categorized expenses as program services or management and general according to the underlying nature of the expense. As such, no allocation of specific transactions between these categories is required.

**NOTE 11 RELATED PARTY TRANSACTIONS**

The School contracts with a transportation company that is owned by the husband of the Board Treasurer. The School uses the transportation company for busing services and also employs two relatives of the Board Treasurer. Expenses under this relationship during the year ended June 30, 2020 were \$158,432 for transportation and \$70,599 and labor.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED  
DBA: MAYS COMMUNITY ACADEMY  
OTHER REPORT  
YEAR ENDED JUNE 30, 2020**

The reports presented herein were prepared in addition to another official report prepared for the School as listed below:

Supplemental Audit Report of Northern Rush County Schools, Incorporated  
dba: Mays Community Academy

The Supplemental Audit Report contains the results of compliance testing required by the Indiana State Board of Accounts under its *Guidelines for the Audits of Charter Schools Performed by Private Examiners* pertaining to matters addressed in its *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools*.

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENT OF FINANCIAL POSITION**  
**JUNE 30, 2020**  
(SEE INDEPENDENT AUDITORS' REPORT)

<b>ASSETS</b>	<u>Mays Community Academy</u>	<u>Mays Community Academy Pre-K</u>	<u>Eliminations</u>	<u>Total</u>
<b>CURRENT ASSETS</b>				
Cash	\$ 58,511	\$ -	\$ -	\$ 58,511
Grants Receivable	111,325	-	-	111,325
Due from Charter School	-	5,121	(5,121)	-
Total Current Assets	<u>169,836</u>	<u>5,121</u>	<u>(5,121)</u>	<u>169,836</u>
<b>PROPERTY AND EQUIPMENT</b>				
Land	88,400	-	-	88,400
Buildings and Improvements	605,875	-	-	605,875
Furniture and Equipment	279,804	-	-	279,804
Software and Textbooks	90,082	-	-	90,082
Vehicles	5,000	-	-	5,000
Less: Accumulated Depreciation	<u>(290,685)</u>	<u>-</u>	<u>-</u>	<u>(290,685)</u>
Property and Equipment, Net	<u>778,476</u>	<u>-</u>	<u>-</u>	<u>778,476</u>
<b>OTHER ASSETS</b>				
Security Deposit	<u>3,900</u>	<u>-</u>	<u>-</u>	<u>3,900</u>
Total Assets	<u>\$ 952,212</u>	<u>\$ 5,121</u>	<u>\$ (5,121)</u>	<u>\$ 952,212</u>
<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>				
Lines of Credit	\$ 157,305	\$ -	\$ -	\$ 157,305
Current Portion of Notes Payable	78,082	-	-	78,082
Accounts Payable and Accrued Expenses	99,846	21,114	-	120,960
Due to Pre-K	5,121	-	(5,121)	-
Total Current Liabilities	<u>340,354</u>	<u>21,114</u>	<u>(5,121)</u>	<u>356,347</u>
<b>LONG-TERM LIABILITIES</b>				
Notes Payable, Net of Current Portion	340,496	-	-	340,496
Loan Payable Under Paycheck Protection Program	243,954	-	-	243,954
Total Long-Term Liabilities	<u>584,450</u>	<u>-</u>	<u>-</u>	<u>584,450</u>
Total Liabilities	<u>924,804</u>	<u>21,114</u>	<u>(5,121)</u>	<u>940,797</u>
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>				
Undesignated	<u>27,408</u>	<u>(15,993)</u>	<u>-</u>	<u>11,415</u>
Total Liabilities and Net Assets	<u>\$ 952,212</u>	<u>\$ 5,121</u>	<u>\$ -</u>	<u>\$ 952,212</u>

**NORTHERN RUSH COUNTY SCHOOLS, INCORPORATED**  
**DBA: MAYS COMMUNITY ACADEMY**  
**STATEMENT OF ACTIVITIES**  
**YEAR ENDED JUNE 30, 2020**  
(SEE INDEPENDENT AUDITORS' REPORT)

	Mays Community Academy	Mays Community Academy Pre-K	Total
<b>REVENUE AND SUPPORT</b>			
State Education Support	\$ 1,721,205	\$ -	\$ 1,721,205
Grant Revenue	763,364	-	763,364
Student Fees	13,194	-	13,194
Contributions	3,353	-	3,353
Fundraising and Other Income	19,580	69,418	88,998
Total Revenue and Support	<u>2,520,696</u>	<u>69,418</u>	<u>2,590,114</u>
<b>EXPENSES</b>			
Program Services	1,872,268	64,396	1,936,664
Management and General	729,739	48,216	777,955
Total Expenses	<u>2,602,007</u>	<u>112,612</u>	<u>2,714,619</u>
<b>CHANGE IN NET ASSETS</b>	(81,311)	(43,194)	(124,505)
Net Assets - Beginning of Year	<u>108,719</u>	<u>27,201</u>	<u>135,920</u>
<b>NET ASSETS (DEFICIT) - END OF YEAR</b>	<u>\$ 27,408</u>	<u>\$ (15,993)</u>	<u>\$ 11,415</u>





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Web Site: [www.in.gov/sboa](http://www.in.gov/sboa)

March 18, 2021

Charter School Board  
Northern Rush County Schools, Inc.  
d/b/a Mays Community Academy  
929 East South Street  
Mays, IN 46155

We have reviewed the Supplemental Audit Report for Northern Rush County Schools, Inc. d/b/a Mays Community Academy prepared by CliftonLarsonAllen LLP, Independent Public Accountants, for the period July 1, 2019 to June 30, 2020. In our opinion, the Supplemental Audit Report was prepared in accordance with the guidelines established by the State Board of Accounts.

We call your attention to the findings in the report. Pages 3 through 4 contain three audit results and comments. Management's response is on page 6.

The Supplemental Audit Report and associated audited Financial Statements are filed in our office as a matter of public record.

*Paul D. Joyce*  
Paul D. Joyce, CPA  
State Examiner

**SUPPLEMENTAL AUDIT REPORT**  
**NORTHERN RUSH COUNTY SCHOOLS, INC.**  
**DBA: MAYS COMMUNITY ACADEMY**  
**RUSH COUNTY, INDIANA**  
**JULY 1, 2019 TO JUNE 30, 2020**



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**WEALTH ADVISORY**

**OUTSOURCING**

**AUDIT, TAX, AND  
CONSULTING**

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
TABLE OF CONTENTS  
JULY 1, 2019 TO JUNE 30, 2020**

<b>SCHOOL OFFICIALS</b>	<b>1</b>
<b>INDEPENDENT AUDITORS' REPORT</b>	<b>2</b>
<b>AUDIT RESULTS AND COMMENTS</b>	<b>3</b>
<b>EXIT CONFERENCE</b>	<b>5</b>
<b>OFFICIAL RESPONSE</b>	<b>6</b>

NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
SCHOOL OFFICIALS  
JULY 1, 2019 TO JUNE 30, 2020

<u>Office</u>	<u>Official</u>	<u>Term</u>
Board President	Nansi Custer	7/1/19 – 6/30/20
Board Treasurer	Marcia Schwering	7/1/19 – 6/30/20
Principal	Shannon New	7/1/19 – 6/30/20



CliftonLarsonAllen LLP  
CLAconnect.com

## INDEPENDENT AUDITORS' REPORT

Board of Directors  
Northern Rush County Schools, Inc.  
dba: Mays Community Academy  
Mays, Indiana

We have audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of Northern Rush County Schools, Inc. dba: Mays Community Academy, as of and for the year ended June 30, 2020, and have issued our report thereon dated February 17, 2021. As part of our audit, we tested the School's compliance with provisions of the *Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools* issued by the Indiana State Board of Accounts and related provisions of laws, regulations, contracts and grant agreements. Reported in the Audit Results and Comments are matters where we believe the School was not in compliance with those provisions.

*CliftonLarsonAllen LLP*

**CliftonLarsonAllen LLP**

Indianapolis, Indiana  
February 17, 2021

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
AUDIT RESULTS AND COMMENTS  
JULY 1, 2019 TO JUNE 30, 2020**

## **REQUIRED REPORTS**

During testing, it was noted that the Annual Financial Report (AFR) was not filed with the state per review of the Indiana Gateway website.

Additionally during testing, it was noted that the 100R report was filed past the deadline of January 31, 2020 and was filed with the state on February 11, 2020.

Lastly during testing, it was noted that the Form 9 for the reporting period July 1, 2019 through December 31, 2019 beginning cash balance of \$140,052 did not agree to the prior year ended cash balance per the trial balance of \$146,442.

Charter schools are required to file an annual report with the State Examiner not later than sixty (60) days after the close of each fiscal year, IC 5-11-1-4. "Every state, county, city, town, township, or school official ... shall during the month of January of each year prepare, make, and sign a certified report, correctly and completely showing the names and business addresses of each and all officers, employees, and agents ... and the respective duties and compensation of each, and shall forthwith file said report in the office of the state examiner of the state board of accounts ... The certification must be filed electronically in the manner prescribed under IC 5-14-3.8-7." Charter schools are required to submit a Form 9 Biannual Financial Report two times per year during the months of January and July. The financial information in the Form 9 shall reflect cash basis information and shall be reported utilizing the State Board of Accounts prescribed chart of accounts. The January report must include previous calendar year financial and other required information for the period of July 1 to December 31 financial data. The July report must include current calendar year financial and other required information for the period of January 1 to June 30. (Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools Manual, Part 9)

## **GENERAL RECEIPTS TESTING**

During our general receipt testing, we noted there were two (2) receipts in our sample of forty (40) that information was unable to be provided for further testing.

Receipts shall be issued and recorded at the time of the transaction; for example, when cash or a check is received, a receipt is to be immediately prepared and given to the person making payment. All charter school money must be deposited in the designated depository not later than the business day following the receipt of funds on business days of the depository in the same form in which the funds were received. Timely receipts and deposits are required to provide the organizer and charter school administration with current information necessary for all financial decisions. (Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools Manual, Part 8)

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
AUDIT RESULTS AND COMMENTS  
JULY 1, 2019 TO JUNE 30, 2020**

**GENERAL DISBURSEMENT TESTING**

During our general disbursement testing, we noted the following items in our sample of forty (40) selections:

- Two (2) disbursements did not have supporting information for further testing.
- Three (3) disbursements had vouchers but did not have the supporting invoices.
- Four (4) disbursements had vouchers that did not contain approval (unsigned).

The charter school must establish procedures for the initiation, approval, and use of purchase requisitions and purchase orders. The procedures must include limits on approval of purchase orders after the purchase to emergency situations and all blanket purchases must have a fixed monetary limit. Upon receipt of the goods or services a charter school employee must verify the condition, quantity, and quality of the goods or services prior to payment of the invoice/bill/contract. Supporting documentation, such as invoices, shall be compared to purchase orders to ensure the prices, quantities, etc. are correct prior to payment. (Accounting and Uniform Compliance Guidelines Manual for Indiana Charter Schools Manual, Part 8)

**NORTHERN RUSH COUNTY SCHOOLS, INC.  
DBA: MAYS COMMUNITY ACADEMY  
RUSH COUNTY, INDIANA  
EXIT CONFERENCE  
JULY 1, 2019 TO JUNE 30, 2020**

The contents of this report were discussed with Nansi Custer, Board President, Marcia Schwering, Board Treasurer, and Kevin Davis, Indiana Charters, on February 17, 2021. The Official Response has been made a part of this report and may be found on page 6.



## Northern Rush County Schools Inc.

929 E. South Street  
Mays Indiana 46155

February 29, 2021

### RESPONSE TO SBOA REPORT

**REQUIRED REPORTS :** Due to a tabulation error, the ending cash balance on the June 30, 2019 Form 9 was misstated. The Form 9 ending cash balances for December 31, 2019 and June 30, 2020 were stated properly and the error has been resolved moving forward.

The 100R report was delayed due to the transition from our former CEO to our new accountant. There was a miscommunication in who would be responsible for the report. Moving forward, this responsibility has been clearly defined and will be carried out by our new accountant.

**GENERAL RECEIPTS TESTING:** We have implemented additional internal controls to ensure the accurate and timely processing of receipts of payment. This includes receipts in triplicate and verified by at least 2 individuals on all transactions. All monies received are verified by receipt and deposited in a timely manner. Original receipt books are maintained as records. The corporation treasurer keeps one of the triplicate receipts and a physical copy of any checks deposited along with deposit tickets from the bank. All these items will then be maintained for record keeping.

**GENERAL DISBURSEMENT TESTING:** We have now contracted with a new accountant and an educational service provider who specializes in school finance, to ensure that our processes are complete and accurate. The NRCS Board and office staff have received additional training on disbursements, purchase orders, vouchers and record keeping. This has been very helpful and has given us the knowledge and support to ensure accurate record keeping. We have also strengthened our internal controls on these processes. The combined team provides additional layers of support, verification and record keeping. Records are complete and filed both in paper and electronic form.

Nansi Custer,  
President

Northern Rush County Schools Inc.  
DBA: Mays Community Academy

# Attachment 13

## Academic Performance Workbook

# Performance Workbook

## Portfolio Summary

Please complete a row for each school currently or formerly operated by the organizer or proposed education service provider. Insert additional rows as needed

School Name	Location	Opening Year	Year Closed (if applicable)	Grade Levels	Current Enrollment	FRL %	Special Education %	Minority %	ELL %	School Type	ESP (if applicable)
1 Mays Community Academy	Mays, IN 46155	2015		K-8	114	62%	46%	4%	0%	rural, charter school	n/a
2											
3											
4											
5											
6											
7											
8											

## Academic Performance: Comparable Schools

Provide the three (3) most recent years of academic data for each school currently operated by the organizer or education service provider that has a similar grade-span and serves a similar demographic to the proposed charter school even if the proposed charter school is not a replication of an existing school. Copy additional Tabs and insert additional Rows as necessary.

School Name: Mays Community Academy

School Year 1:	18-19	Grade Level	ELA Proficiency	ELA Growth (VA)	Math Proficiency	Math Growth (VA)	Instrument/ Assessment Used	College/Career Credential %	4-Year Grad Rate	3rd Grade Reading Pass Rate	Attendance Rate
		Kdg-7th	42.80%		41.90%		NWEA			N/A	
		3rd-7th	36.80%		33.30%		I LEARN			100%	
School Year 2:	20-21	Grade Level	ELA Proficiency	ELA Growth (VA)	Math Proficiency	Math Growth (VA)	Instrument/ Assessment Used	College/Career Credential %	4-Year Grad Rate	3rd Grade Reading Pass Rate	Attendance Rate
		Kdg-8th	50.70%		48.80%		NWEA			n/a	
		3rd-8th	31.80%		17.60%		I LEARN			85.70%	
School Year 3:	21-22	Grade Level	ELA Proficiency	ELA Growth (VA)	Math Proficiency	Math Growth (VA)	Instrument/ Assessment Used	College/Career Credential %	4-Year Grad Rate	3rd Grade Reading Pass Rate	Attendance Rate
		Kdg-8th	47%		42.80%		NWEA			n/a	
		3rd-8th	32.50%		27.30%		I LEARN			93%	

# Attachment 14

## Letter From Previous Authorizer

As of the compilation of these documents, this has been requested but not recieved. Bob Marra, of the BSU Office of Charter Schools did have a verbal conversation with James Betley of the ICSB.